

Sustainability matters at Zulekha Hospital

- Sustainability Report 2013 -



Towards a healthier, happier world.

INDEX...

0.0 Preface

- a) Managing Director's statement
- b) Adnan Khamees Al-Talyani's statement
- c) CEO's statement
- d) Reporting Principle

General Disclosure

1.0 STRATEGY - G4 1-2

2.0 Organizational overview G4-3 to 16

- a) General overview
- b) Vision, Mission, Values, Sustainability Statement
- c) Where we operate
- d) Services Offered
- e) EXTERNAL RECOGNITION AND ACHIEVEMENTS
- f) Key statistics:
- g) Standing Committees

3.0 STAKEHOLDER ENGAGEMENT G4-19 to G4-23

- a) How we engage?
- b) MATERIALITY Matrix
- c) Aspect Boundaries

4.0 Corporate governance G4-34

5.0 Ethical conduct G4-56

SPECIFIC STANDARD DISCLOSURES

ECONOMIC

6.0 Financial performance and accountability

7.0 MARKET PRESENCE – ES 5-6

8.0 PROCUREMENT PRACTISES G4 EC 9

ENVIRONMENT

9.0 Environmentally responsible medical services G4-EN1-34

10.0 Energy, water & emissions EN3, 8, 9, 10, 15, 16, 20, 30

11.0 Waste / Consumption of material EN1, 2, 22, 23, 24, 25

12.0 Fleet Management System G4-EN-30

SUPPLIER

Suppliers

G4-12, EC9, EN32, 33, LA14, 15, S09, S010

SOCIAL

LABOUR PRACTISES AND DECENT WORK

13.0 OUR PEOPLE

G4-LA1-16

14.0 EQUAL OPPURTUNITY & DIVERSITY

G4 LA12

15.0 Health & safety

G4 LA 5-8

16.0 Training & development

G4 LA 9-11

HUMAN RIGHTS

17.0 Human rights

G4-HR12

SOCIETY

18.0 Community engagement and development

G4 S01

19.0 CLINICAL QUALITY

G4-PR 1- 4

20.0 PATIENTS

G4-PR 1- 4

21.0 ANTI CORRUPTION

G4-S03-4

22.0 Responsible marketing, branding and communications

G4-PR6, PR7

23.0 Patient privacy and security

G4-PR8

24.0 Compliance

G4-S08 ,PR 9

25.0 GRI Index



Managing Director's statement

Zulekha Hospitals are guided by five core values to serve:

Honesty and Integrity, planning & implementation, Privilege and responsibility, quality service and continuous improvement, courtesy and compassion.

We are here to create value and operate our business according to strategies and practices that are sustainable.

Our vision for sustainability includes a commitment to:

- **Our patients** - to continually improve our quality of medical care and patient safety;
- **Our employees** - to provide a workplace that is safe, a culture that promotes strong values and high standards of conduct, and compensation that is fair;
- **Our communities** - to provide good value added service, to advocate for the needs of patients, to be mindful of our impact on the earth's resources and the environment; and We believe this integrated commitment to sustainability is crucial to our success as a corporation, as an employer, and as a steward of the communities in which we are located. We also know that sustainability is not achieved independently, but rather it requires strong partnerships. As such, we continue to work closely with stakeholders across all areas touching on our social, economic and environmental responsibilities. We are encouraged by our progress, but we recognize there is more to do.



Adnan Khamees Al-Talyani's statement

Being the pioneers in the Private Healthcare in UAE, we are all about improving and raising our bar on how best we can maintain and move towards being the leaders in healthcare. To achieve this we have a team of people who have inculcated innovation, ethics and humaneness combined with great caliber.

We would like to bring about development of Local Business through our various faculties and Community development through our services and CSR which will help the country to achieve be one of the best in the world as our leaders have envisaged

Our exponential growth will be part of the National development which will cater to the needs of not only the present generation but for future generations



"For Zulekha Healthcare, sustainability is about creating shared value for our patients, physicians, employees and community we serve."

CEO's statement

In order to sustain and improve life on Earth, we must simultaneously support human health, our environment and society. Throughout the world, there is growing consensus that human, environmental and economic well-being are interdependent.

As the world community begins to seek a more sustainable future, Zulekha Healthcare Group takes its steps to explore the links between human health and the environment in order to improve understanding, inform public policy, and help people make decisions that lead to better lives.

We run Hospitals, Clinics and office buildings, consume vast amounts of energy and water, drive to and from work, consume paper, create waste and impact our environment in many other ways. As a result, our choices can have direct and indirect impacts on human health, the environment and our community.

I am pleased to present to you our Group's very first sustainability report. In creating this snapshot of our current performance, we have highlighted areas of progress such as the Sustainable Hospital development giving great care to our natural resources – water, energy and environment, our community and our people with whom we work.

Just as importantly, this process has also helped us to identify areas where we need to improve. I look forward to sharing with you our continued progress in the future.

REPORTING PRINCIPLES

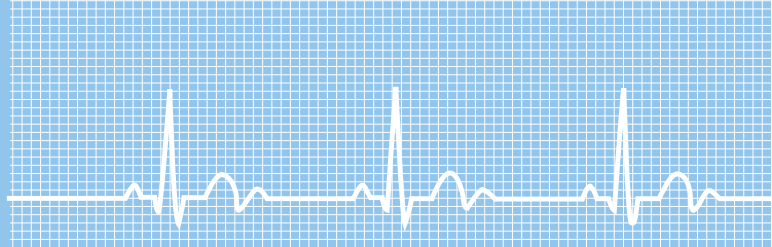
The principles of Sustainability Reporting Guidelines developed by the Global Reporting Initiative ("GRI G4") form the basis of this report. The report was prepared in accordance with "core" GRI G4 level. The GRI disclosure index, which identifies the location of the standard disclosures required by the Global Reporting Initiative's sustainability reporting guidelines, is included as an annexure to this report.

We have used the following principals in combination to define the report content, They are • Stakeholder inclusiveness • Sustainability context • Materiality • Completeness (which includes Scope, Aspect boundary and Time)

The following principals are used for defining the Report Quality • Balance • Comparability • Accuracy • Timeliness • Clarity • Reliability

1.1 STRATEGY –

(G4 1-2)



Our core business is focused on providing acute care treatment through our hospitals, outpatient centers and other health care facilities. We are committed to providing the communities we serve with high-quality, cost-effective health care while growing our business, increasing our profitability and creating long-term value for our stakeholders. In the year 2008/2009 we saw an optimum capacity utilization of the premises. Patient waiting time and treatment time was on the rise. The management along with its core members strategized that the need of the hour was expansion. During that period there was a down fall in the market with recession striking its peaks.

In January 2011, we outlined a clear strategy for substantial growth in earnings over the next five years.

Zulekha Hospitals Group obtained a \$24 million convertible loan facility from the IFC (a member of the World Bank), on a major restructuring of the group's affairs in the Middle East and the Indian subcontinent region, The group proposed to use \$21 million of IFC's \$24 million financing package to build a new 189-bed hospital in Nagpur in the Indian state of Maharashtra. The remaining \$3 million will pay for energy efficiency-related expenditure at Zulekha Hospitals Group's Sharjah facility in the UAE.

Over a period of 3-4 years we built a state of the art 12 storey building almost doubling its bed space and OPD areas.

By 2014 quarter one, we have seen the returns of the capital employed (AED 160 million) with a sustained increase in number of patients being treated at the facility which has grown by almost 30% over the last 2 quarters.

Keeping in mind the growth at Dubai with expo 2020 being announced, management has planned an expansion of its Dubai facility as well. A structured expansion over the next couple of years would see doubling capacity at Dubai as well. Constructions are likely to commence in quarter 3 of 2014 with all permissions being obtained and minute finalizations being penned.

1.2 - Zulekha Hospitals strategy is to:

- Differentiate our hospitals through superior quality and service, growing our business by providing greater value to our patrons.
- Align physicians more closely with our facilities in order to improve quality and efficiency
- Grow our care footprint through expansions of our assets through sustainable models and develop new channels for our hospitals and patients
- Explore new opportunity or markets in developing economy.
- Control cost through our Performance Initiative and other initiatives designed to increase the efficiency and cost-effectiveness of care provided to our patients

This strategy is designed to create sustainable growth in the value of Zulekha Hospitals for all stakeholders.

2.1 Organizational overview

(G4 -3 to 16)



2.2 General overview

Zulekha Hospitals Group is a private investor-owned health care services company. Today, Zulekha Hospitals represent Total Healthcare that's accessible to anyone in need of any kind of medical attention. This continual evolution of our services, from a 30 bed hospital to a professionally managed multi-specialty facility offering modern medical solutions, is the vision of Dr. Zulekha Hospitals Daud.

Her humble pledge to stay committed at every level of medical attention has been the premise of our work culture and this has now translated to the true spirit of Zulekha Hospitals Healthcare Group.

Where we operate

Zulekha Hospitals are based in UAE, with its hospitals in the emirate of Sharjah and Dubai. Zulekha Hospital Sharjah is a tertiary care Centre with a total of 165 beds with 110 beds being operational and 55 under renovation. Zulekha Hospital Dubai is also a tertiary hospital with 75 beds. An expansion is planned for ZHD with an addition of more than 100 beds.

Group Establishments in UAE

Zulekha Hospital - Dubai

Zulekha Hospital - Sharjah

Zulekha Medical Centre - Dubai

Zulekha Medical Centre - Dhaid

Dr.Iqbal Daud Poly Clinic - Dubai

Zulekha Diagnostic centre - Dubai

Al Rafea Pharmacy - Dubai

Upcoming Project -

"Alexis Multi specialty Hospital"- Nagpur, India.

Vision

"To be the most efficient, competent and courteous providers of comprehensive healthcare in the world."

Mission

"To provide easy accessibility to high quality healthcare"

Values

- Honesty & Integrity
- Privilege & Responsibility
- Planning & Implementation
- Quality Service & Continuous Improvement
- Courtesy & Compassion

Sustainability Mission Statement

The commitment to pioneer sustainability is vital in our EFFORT to improve lives.

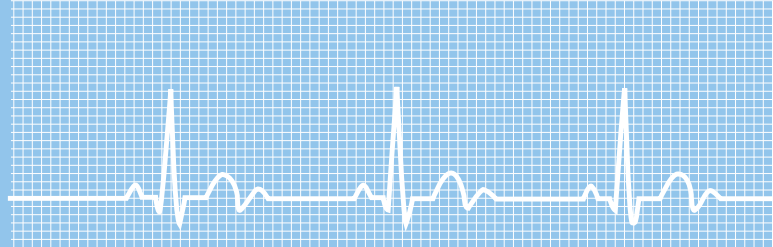
Sustainability Vision Statement

To safeguard well being in the ever evolving process of LIFE and ensure this 'right' for our stakeholders; through sustainable practices for generations.

Brand Promise

Your Health Matters... to you, to your loved ones, to us at Zulekha Hospital

Services Offered



Services	ZHS	ZHD
➤ Anesthesiology	✓	✓
➤ Audiology	✓	✓
➤ Cardiology	✓	✓
➤ Cardiac catheterization Lab	✓	✓
➤ Dentistry	✓	✓
➤ Dermatology	✓	✓
➤ Dialysis	✓	✓
➤ Dietetics	✓	✓
➤ Emergency Department	✓	✓
➤ Electrophysiology	X	✓
➤ Endocrinology	✓	✓
➤ ENT	✓	✓
➤ Fetal Medicine (Consultation& Screening)	✓	✓
➤ Gastroenterology	✓	✓
➤ General Surgery/GI Surgery	✓	✓
➤ Internal Medicine	✓	✓
➤ Laboratory	✓	✓
➤ Laparoscopic Surgery	✓	✓
➤ Neurology	✓	✓
➤ Neonatology	✓	✓
➤ Nephrology	✓	✓
➤ NICU	✓	✓
➤ Obstetrics and Gynecology	✓	✓
➤ Ophthalmology	✓	✓
➤ Orthopaedics	✓	✓
➤ Paediatrics	✓	✓
➤ Pediatric interventional Cardiology	X	✓
➤ Pediatric Endocrinology	✓	✓
➤ Pediatric surgery	X	✓
➤ Physiotherapy	✓	✓
➤ Psychiatry	✓	✓
➤ Radiology	✓	✓
➤ Rheumatology	✓	X
➤ Urology	✓	✓

EXTERNAL RECOGNITION AND ACHIEVEMENTS

We are proud of the external recognition and achievements during the reporting period highlighted

Both hospitals are Joint Commission International (JCI) accredited. JCI is an international accreditation organisation for healthcare organisations focused on improving the safety of patient care through accreditation. The pathology laboratories of both hospitals are ISO 15189:2009 certified and is also accredited by the College of American Pathologists (CAP) .

Dubai Quality Award

Dubai Quality Award is presented by Government of Dubai recognizing role model organisations. It is also a process for providing organisations with a 'roadmap' to achieve excellence through the adoption of good practices and soundly-based approaches that are deployed systematically and are continuously measured and reviewed. The Dubai Quality Award is based on the Excellence Model of the European Foundation for Quality Management (EFQM).

Dubai quality Award programme has been a developing process for Zulekha Hospitals – Achieving Dubai Quality Appreciation Award in 2008 and the Coveted Dubai Quality Award in 2012 for Excellence in service – by being the first Healthcare organization in UAE to get awarded.

Dubai Chamber of Commerce CSR Label:

Zulekha Hospitals were awarded the Dubai Chamber of Commerce CSR Label award by the Dubai Chamber of Commerce. A company getting the Label indicates that it has done consistent and significant work in CSR and will continue to develop it further. The Label provides a free diagnostic framework that helps a company assess its current CSR contribution and to decide what more can be done. It is also a learning and development tool that helps companies to define and improve their CSR strategy, policies and management practices. The Dubai Chamber CSR Label is tailored to the Middle East, specifically to the UAE and Dubai, and is based on international standards and best practices.

Achievements Timeline:

1. JCI Accreditation in 2007 for ZHS & ZHD
2. DQAP in 2008 for ZHS & ZHD
3. JCI Accreditation in 2008 for ZMC
4. JCI Re accreditation in 2010 for ZHS & ZHD
5. CAP accreditation, ZHD Laboratory, 2012
6. ISO 15189, Zulekha Diagnostic Centre, 2013
7. ISO 20000 for Information Technology services in 2012
8. Best Sustainable Hospital Project Award, ZHS, 2013
9. Best Technology Initiative, Zulekha Hospitals, 2013
10. Enterprise and IT architecture Excellence Award, 2013
11. Dubai Chamber CSR Label Award 2013
12. JCI Re accreditation for ZHS & ZHD, 2014
13. CAP Re-accreditation, ZHD Laboratory, 2014
14. Dr. Zulekha Daud has received many awards over the years

Zulekha Hospital awarded CSR Label Award



Dr. Zulekha Daud receiving the Dubai Chamber CSR Label Award 2013 from the Chairman of Dubai Chamber of Commerce & Industry, Mr. Abdul Rahman Saif Al Ghurair



Setting the standards for Sustainable Care

"Best Sustainable Hospital in the Middle East"



Zulekha Hospital awarded at Unilever MENA Sustainable Living Plan Award 2014

May 11th 2014, JW Marriott Marquis, Dubai



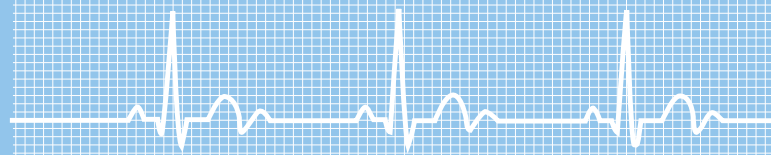
Dr. Zulekha felicitated as 'Most Inspiring Female in the GCC' by Cricket legend Sunil Gavaskar and Indian Film Actor Irrfan Khan during The Arabian Business Awards.



Dr. Zulekha Daud ranked Top Indian Leader in Middle East by Forbes Middle East
Dr. Zulekha Daud was awarded the Forbes Middle East Top Indian Leaders award for her outstanding contribution in the healthcare industry by H.E. Dr. Shashi Tharoor (Minister of State for Human Resources and Member of Parliament, Govt. of India) and Nasser Al Tayyar (President of Forbes ME)

Key statistics:

	2012	2013	2014
Hospitals	2	2	2
Clinics	3	3	3
Total Beds	147	147	181
In Patient admissions	18317	19952	9767 (Till May 2014)
Out Patient footfalls	465596	514920	244037 (Till May 2014)
Employees	1178	1279	1473 (Till May 2014)



Staff composition

Employment by contract (Number of Individuals)			
	2011	2012	2013
Full-time employees	1026	1110	1213
Part time employees	NA	NA	NA
Total	1096	1178	1279

Employment by level (Number of Individuals)			
	2011	2012	2013
Senior Management (board of directors)	17	10	9
Middle Management (Doctors, nursing, paramedical, non-clinical executive and admin staff)	873	942	1012
Staff (auxiliary such as Housekeeping, Drivers etc.)	206	226	258
Total	1096	1178	1279

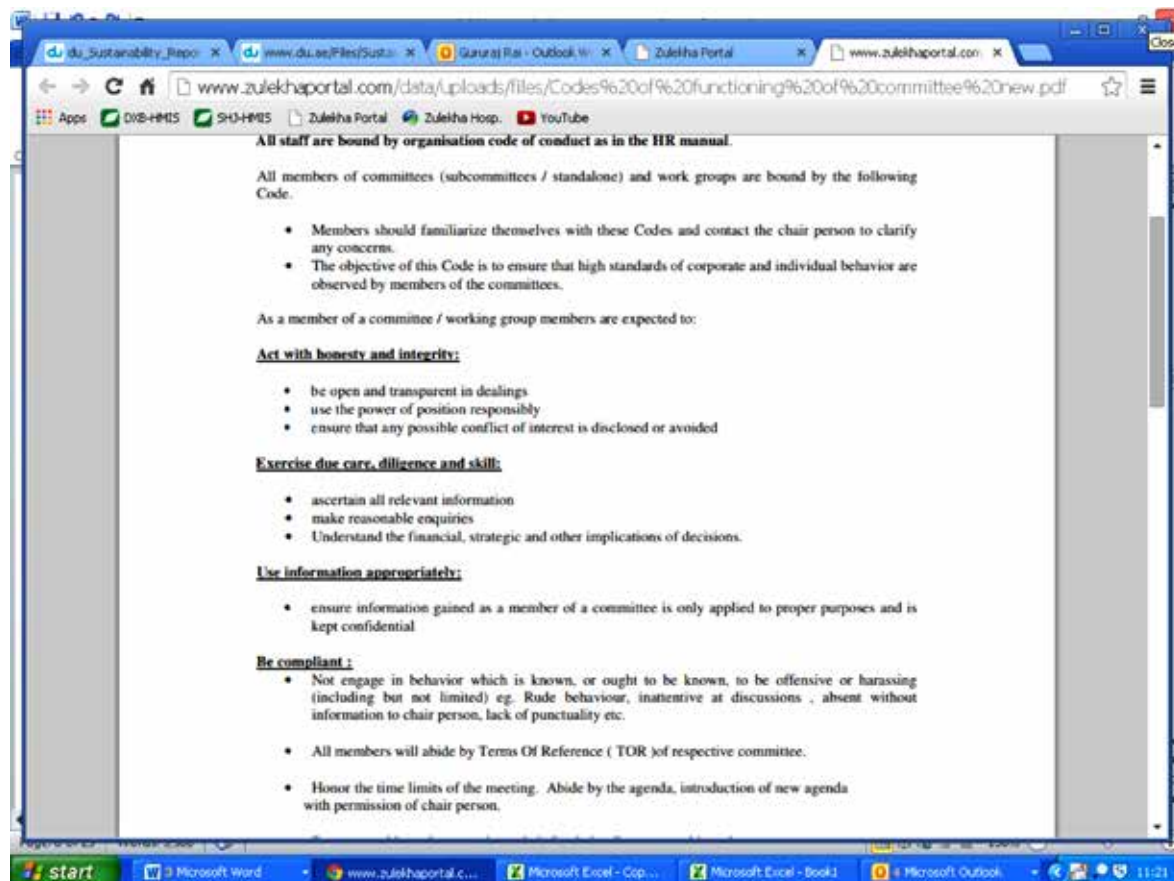
Employment by Nationality			
	2011	2012	2013
Number of employees' nationalities	17	18	20
# of Emirates	6	6	6
# of Expatriates	1090	1172	1273
Total	1096	1178	1279

Employment by Gender			
	2011	2012	2013
# of Female	642	677	725
# of Male	454	501	554
Total	1096	1178	1279

Total # of workforce by age group			
	2011	2012	2013
18-30	447	463	504
31-40	482	503	526
41-50	131	154	181
51-60	31	53	59
60+	5	5	9
Total	1096	1178	1279

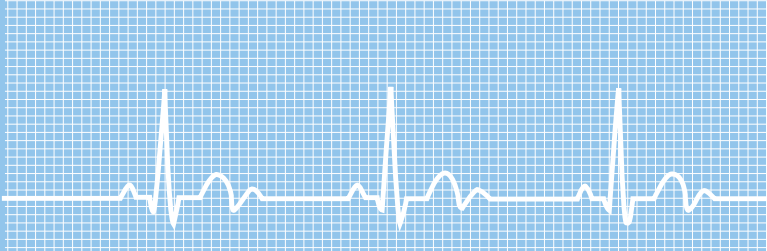
Standing Committees at Zulekha Hospitals

1. Audit and Risk Committee
2. Blood Utilization and Transfusion Review
3. Credentialing and Privileging Committee
4. Drugs and Therapeutics Committee
5. Ethics Committee organisation
6. Executive Management Committee
7. Health & Safety Committee
8. HR Committee
9. Infection Control Committee
10. Institutional Ethics Committee
11. Marketing Committee
12. Morbidity and Mortality Committee
13. Medical Records and Review Committee
14. Procurement Committee
15. Quality Steering Committee
16. Resuscitation Committee



2.3 Materiality aspects

G4-19 to G4-23



identified material aspects and boundaries

ENGAGEMENT WITH OUR STAKEHOLDERS

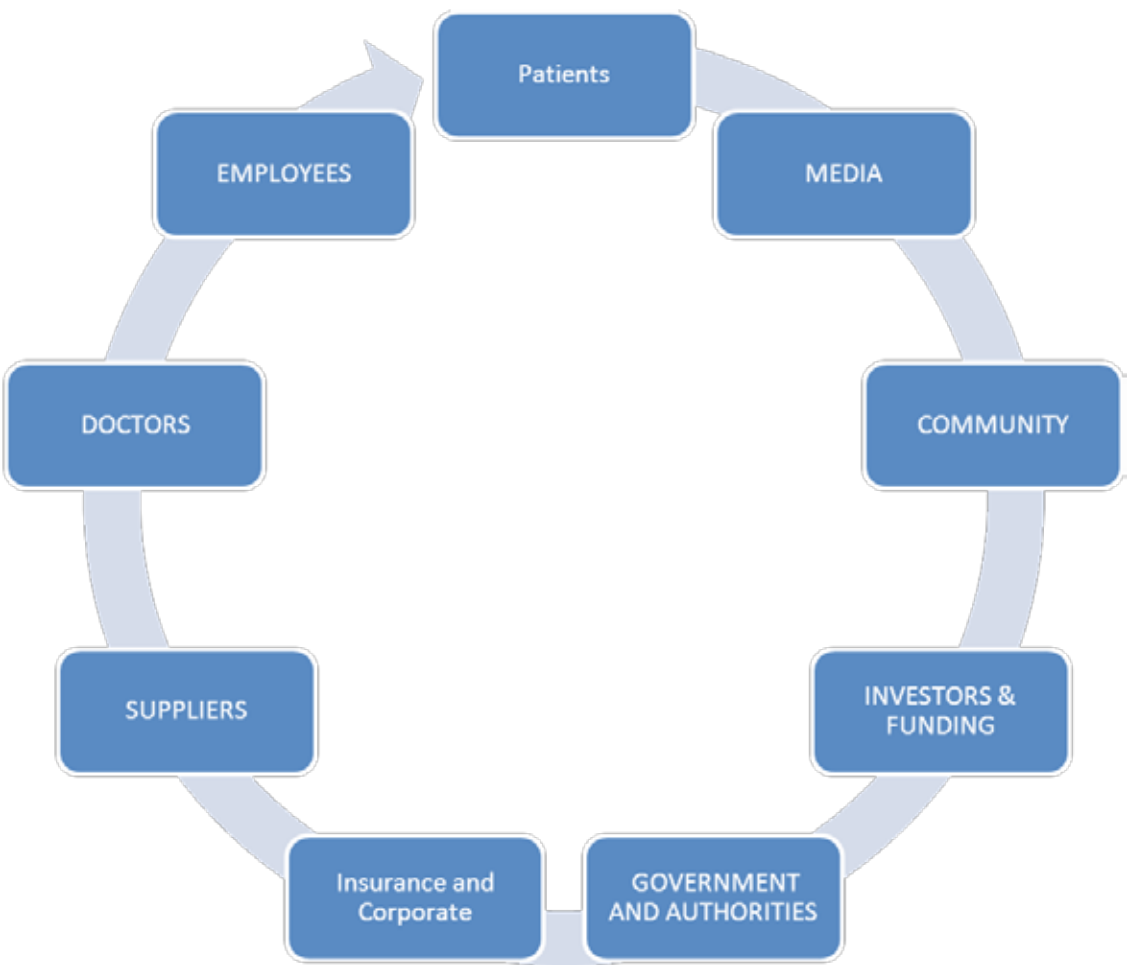
Our commitment to our stakeholders to conduct our business in a responsible and sustainable way, and to respond to their needs, is ingrained in our values and supported by the Group’s Business Conduct and Ethics Guidelines. The nature of our business implies close engagement with our stakeholders, as indicated in the stakeholder matrix.

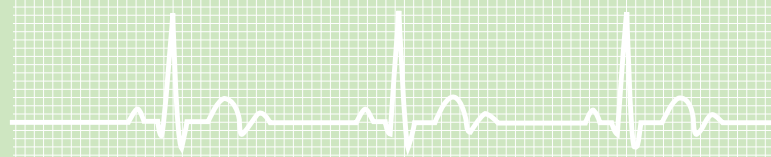
Effective communication with our stakeholders is fundamental in maintaining our reputation as a trusted and respected provider of healthcare and in positioning ourselves as a leading private hospital group through our brand philosophy “Your Health Matters”.

A wide variety of communication vehicles are used to engage with stakeholders, to assess stakeholders’ needs and to effectively respond thereto. Stakeholders’ expectations have been taken into account in setting our key sustainability priorities as reported on throughout this report.

The group regularly publish information relevant to their stakeholders on its website: www.zulekhahospitals.com and also makes use of various social media communication methods.

There have been no incidents of material noncompliance with any applicable regulations or legislation concerning marketing communications.

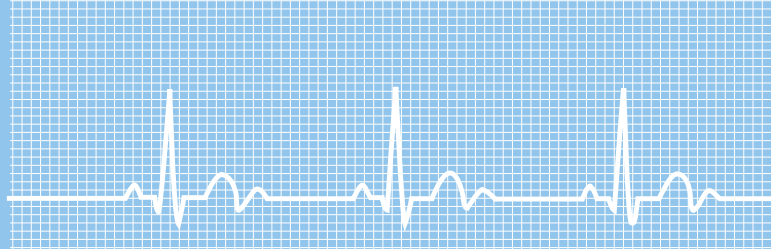




The table below provides information on our interaction for the report with our identified stakeholders, and key concerns raised by them

Stake Holder Group	Topics of Discussion	Frequency
PATIENTS	<ul style="list-style-type: none"> • Experience and satisfaction to ensure the continuous delivery of a quality service at the Group's hospitals. • Health Education and well being 	Daily Feedback
EMPLOYEES	<ul style="list-style-type: none"> • Recruitment & retention • Employee satisfaction & empowerment • Health, safety & wellbeing • Privacy and security • Customer satisfaction • Values & business integrity • CSR efforts • Continues Clinical training and development 	Yearly satisfaction surveys Yearly appraisals
DOCTORS	<ul style="list-style-type: none"> • Continues Clinical training and development • Value addition of services • Patient safety and latest treatment protocols 	Weekly meetings Intradepartmental meetings
GOVERNMENT AND AUTHORITIES	<ul style="list-style-type: none"> • Policies and legislation • Licensing and Control 	Meetings throughout the year
SUPPLIERS	<ul style="list-style-type: none"> • continuity of service • Logistics and supply chain • Quality Products 	Weekly meetings
INSURANCE & CORPORATE	<ul style="list-style-type: none"> • Pricing and bill cycle • Compliance to regulations • Automisation of Process (eclaim, DRG, ICT) • empanelment 	Monthly meetings
INVESTORS & FUNDING	<ul style="list-style-type: none"> • Company's financial, economic, social and environmental performance, both positive and negative 	Quarterly review
COMMUNITY	<ul style="list-style-type: none"> • Health and Wellbeing • Awareness through CSR 	Meetings throughout the year
MEDIA	<ul style="list-style-type: none"> • Health awareness 	Meetings throughout the year

How we engage?



PATIENTS

The well-being of our patients forms the cornerstone of the Group's business; hence its core purpose is to enhance the quality of life 'of patients by providing comprehensive high quality hospital services in such a way that the Group will be regarded as the most respected and trusted provider of hospital services by, among others, our patients.

The Group is committed to delivering excellent healthcare focusing on the needs and satisfaction levels of its patients and to communicating with its patients through various media. The Group therefore continuously measures patient satisfaction through ongoing satisfaction surveys to identify potential focus areas for improvement in order to ensure the continuous delivery of a quality service at the Group's hospitals.

The activities are designed to educate, inform and make the patients' interaction with the group's facilities as easy and seamless as possible. The Hospital produces a variety of patient education literature, which is available in public areas at all hospitals and clinics; it offers a variety of patient education seminars and group meetings, it sends updates on new doctors to registered patients by email and SMS, and gives patients the option of requesting their appointments online.

This included various editorial articles and interviews, magazine and newspaper advertisements, radio advertising, digital advertising and advertising on billboards throughout Dubai and sharjah.

social media was also adopted as a key communication platform for patients and prospective patients. During the year, the Zulekha Hospitals Facebook pages have seen significant growth in followers.

EMPLOYEES AND ENGAGEMENT

The employees' trust and respect are vital to Zulekha Hospital's success. Listening to and responding to the Group's employees' needs through effective communication and sound relations are important components in being regarded as an employer of choice among employees and vital to maintain a Happy workforce.

Zulekha Hospital's staff members are treated fairly,

remunerated competitively and are involved in the day-to-day running of the organisation, contributing to the success of the Group. Throughout the Group communication with employees is conducted through a variety of media, including newsletter providing Group news, updating staff on human resources related information, e-mail updates, video conferences and satisfaction surveys.

Leadership video conferences are conducted between top management and senior employees across the Group.

Our employees are actively encouraged to participate on the group's Facebook and Twitter pages. Zulekha Hospitals also established a corporate LinkedIn page and a career portal – www.Zulekhacareers.com as part of its social media strategy with the purpose of improving the recruitment process and widening our audience of potential joiners. Zulekha Hospitals aims to recognise and reward the contribution of all staff by felicitating through hosting ceremonies recognising employees for their long service ranging.

Trade unions are not permitted in the UAE by law and there is therefore no trade union membership among Zulekha Hospitals employees.

DOCTORS

Supporting doctors are significant stakeholders in the Group and play a vital role in Zulekha Hospitals commitment to quality care, while their freedom of association and clinical independence are simultaneously acknowledged. The ongoing relationship with existing supporting or employed doctors and the recruitment of new doctors remain critical focus areas.

SUPPLIERS

In order to deliver our services we are dependent on a large and diverse range of suppliers, who form an integral part of our ability to provide quality hospital care; we believe in building long-term relationships with suitable suppliers, establishing a relationship of mutual trust and respect. Regular meetings are held with suppliers to ensure continuity of service. We rely on our suppliers to deliver products and services of the highest quality in line with our own standards.



Insurance and Corporate

Insurance corporates are extremely important stakeholders in Zulekha Hospitals business, with approximately 75% of its revenue attributable to privately insured patients. The UAE healthcare industry is a dynamic industry which is on its forward movement. The introduction of an electronic claims submission (e-claims) system by the Dubai Health Authority (DHA) has strengthened the DHA's ability to collect clinical and financial data for the entire industry, as all claims now flow through a central portal, mandated by the DHA.

Further recent developments from the DHA such as capacity planning studies, DRG based tariff structures, and a proposed revision of healthcare legislation certainly points to their increased involvement in the coming years.

Zulekha Hospitals supports these initiatives and aims to work closely with both the DHA and private insurers to achieve mutually beneficial outcomes.

GOVERNMENT AND AUTHORITIES

No financial assistance is received from government. Zulekha Hospital's senior management holds regular meetings with the Ministry of Health, Dubai Health Authority, and the federal government authorities, and actively participates in many forums where healthcare legislation are discussed.

Ministry of Health

As required in terms of UAE laws, management engages regularly with the Ministry of Health ("MoH") to obtain approval of the group's marketing material, including electronic, broadcast and print media prior to publication, distribution or broadcasting. The MoH is also responsible for all licensing and registration associated with pharmacies, pharmacy staff and medication. Zulekha Hospital strives to comply with all MoH rules and regulations at all times and enjoys a mutually agreeable working relationship.

Dubai Health Authority

Zulekha Hospital maintains a close working relationship with the Dubai Health Authority ("DHA"), which licenses healthcare professionals to practise at the group's Dubai facilities. Infection control and notification of disease issues are handled closely with the DHA.

INDUSTRY ASSOCIATIONS

There are no relevant industry associations in existence in the UAE.

INVESTORS & FUNDING

Zulekha Hospital is here to create value to its investors as the providers of equity capital to the business. We are accountable to our stakeholders and reporting to the public is aimed at providing a clear understanding of the Company's financial, economic, social and environmental performance, both positive and negative. Policies are in place to control the nature, extent and frequency of communication with the investment community.

The Company further interacts with investment agencies through the year-end and interim results where access to operational management is provided, as well as through regular one-on-one sessions and visits by this community to the Group's operations.

COMMUNITY

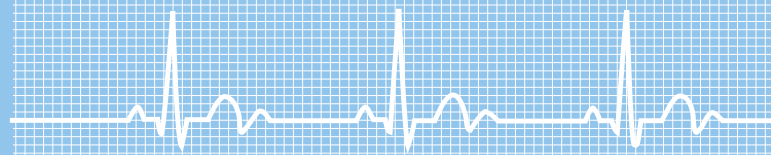
Zulekha Hospital is committed to close, enduring and long-term relations with communities and follows a policy based on mutual understanding, trust and reliability. For more information on the Group's engagement with the community, please refer to the section in this report dealing with our community involvement through our corporate social investment initiatives.

MEDIA

The media play an important role in the Group's engagement with all our stakeholders. We interact with the media through a range of platforms, including press releases and interviews on company and industry developments. Zulekha Hospital regularly engages with all types of media through its dedicated Communication department.

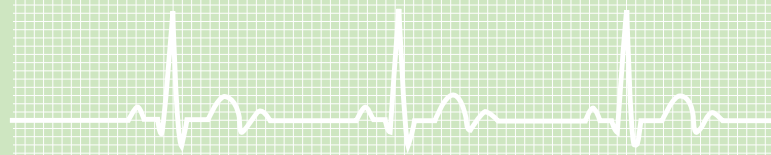
Material topics – Stakeholders

The various inputs received by us from both External and internal stakeholders through various engagement process helped us in planning our sustainable business strategy and plan. The Priorities are indexed in the below materiality matrix with prioritization from low to very high ranks through this we assess our impacts, opportunities on sustainability and its effects on various stakeholders.



G4-28	Reporting period.	Core	01 January 2013 to 31 December 2013.
G4-29	Date of most recent previous report.	Core	Not applicable as this is our first report.
G4-30	Reporting cycle.	Core	Annual.
G4-31	Contact point for questions regarding the report.	Core	Email: kpakkal@zulekhahospitals.com ; grai@zulekhahospitals.com
G4-32	GRI content index.	Core	We have chosen to report at the G4 "core" in accordance level for 2013. The content index for "core" is attached in this report.
G4-33	Assurance report.	Core	As an organizational policy we are not seeking external assurance for this report; however we have got this report reviewed through our important stakeholders along with the highest governing body and management committee.

ATERIALITY Matrix					
Material aspects					
EXTERNAL STAKEHOLDERS	3-4 VERY HIGH				2) Market Presence and Brand Image of ZH 10) Women Empowerment 13) Patient and Staff - Health and Safety 15) Responsible Marketing , Branding and Communications 20) Courtesy and Compassion
	2-3 HIGH			8) Training and Education 9) Diversity and Equal Opportunity 11) Handling of Grievances	1) Economic Performance of Zulekha Hospitals 3) Purchase Practices and Supply Chain at ZH 4) Water and Energy Conservation 5) Waste Management 6) Sustainable Environment 7) Occupational Health and safety 12) Adoption of Labour Laws and Human Rights 14) Corporate Social Responsibility 16) Patient Data and Information – Confidentiality 17) Compliance to Govt. Laws 18) Efficient Treatment at Affordable Cost 19) Patient Satisfaction
	1-2 MEDIUM				
	0-1 LOW				
		0-1	1-2	2-3	3-4
X/Y		LOW	MEDIUM	HIGH	VERY HIGH
INTERNAL STAKEHOLDERS					



For each of the material aspects we have chosen the boundary where the impact is getting affected on our business operations. “Boundary” refers to the description of where impacts occur for each relevant topic (within, outside the organization or both).

Material Aspects	Aspect Boundaries to whom it is vital
Market Presence and Brand Image	Zulekha Hospital (as a whole), all external stakeholders
Women Empowerment	Zulekha Hospital (as a whole),
Patient and Staff - Health and Safety	Zulekha Hospital (as a whole), all external stakeholders
Responsible Marketing, Branding and Communications	Patients, Community and regulatory authorities
Courtesy and Compassion	Patients, Zulekha Hospital (as a whole)

Note:

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Measuring Performance

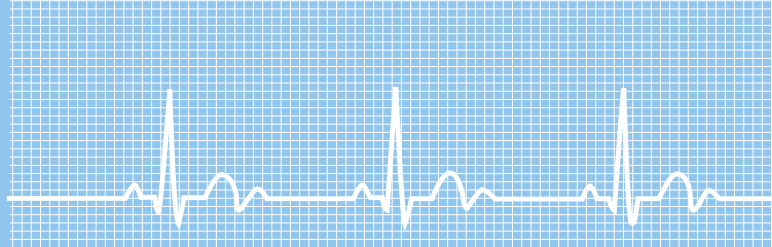
Zulekha Hospitals uses a Balanced Scorecard, comprised of both operational and financial metrics, to align our hospitals' performance to our central strategy and objectives. We believe that strong operational performance drives long-term financial performance and success.

Further, a mix of financial and operating goals positions us to benefit from the increased focus by governmental and private payers on “pay for quality” and “value-based” pricing and reimbursement models.

In 2013, the Balanced Scorecard measured hospital and corporate performance in the areas of quality, service, people and cost and growth. The performance targets represented aggressive goals given the company's historical performance. Results for the quality, service and people metrics are discussed in various sections of this report.

Corporate governance

(G4-34)



Sound principles of corporate governance serve the best interests of all our stakeholders. We manage our business with integrity and the highest ethical standards, and we operate with transparency by consistently measuring and communicating our results. There is a well-defined structure Executive committee which includes the company's President and CEO and nine departmental directors who qualify as independent under the corporate governance standards. Consistent with our commitment to meet the highest standards of corporate responsibility, we are implementing a sustainability governance structure consisting of corporate and hospital leaders who establish and prioritize the company's sustainability agenda. Sustainability champions in each of our acute care hospitals work within their facilities to drive sustainability initiatives at the local level. The sustainability committee works with the employees to evaluate environmental outcomes and share best practices among our hospitals and other facilities.

Ethical conduct (G4-56)

Because health care is a highly-regulated industry, it is important that we maintain a robust ethics and compliance program to educate our workforce and to prevent, detect and correct compliance problems. Our ethics and compliance program plays an integral role in the company's operations. We work diligently to ensure our employees understand and comply with applicable laws and policies and adhere to the highest standards of ethics and integrity.

Each employee plays a vital role in achieving this goal. All employees are required to complete an annual training session covering our ethics and compliance program and general compliance policies and procedures. New employees are required to take this training within their first 30 days of work and annually thereafter. These training sessions also are presented to our employed physicians, hospital governing boards and the Zulekha Hospitals Board of Directors.

Zulekha Hospitals ABC (Anti-Bribery and Corruption) policy prohibits certain business practices and relationships that might affect the provision of health care services payable under Zulekha Hospitals standard and other government programs. Zulekha Hospital maintains policies and procedures regarding compliance with these and other statutes.

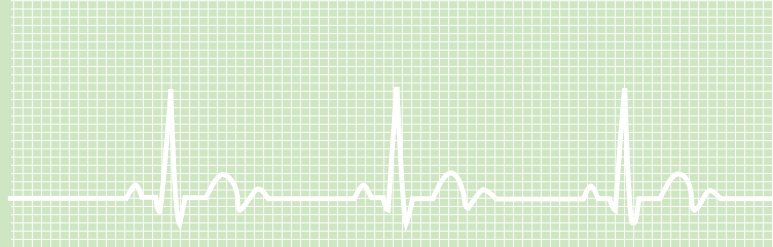
In 2013, we did not have any business partners whose relationship we terminated due to compliance concerns, and the company was not a party to any legal actions involving anti-competitive behavior, anti-trust or monopoly practices.

We strive to foster a healthy, respectful and inclusive workforce to bring its benefits to our stakeholders in every community we serve.

All caregivers we participate in gratuity plans as per labour laws of the emirates. Gratuity is a contribution by employer payable at the time of retirement or disassociation of a caregiver with the organization subject to the labour laws. Gratuity shall be calculated as 21 day's wages for each year of the first 5 years and 30 day's wages for each additional year. At the end of every year provision is made for amount payable and a separated fund is maintained to fulfill the benefit of the caregiver at the time of retirement or disassociation with the organization.

Zulekha Hospitals compensation system is designed to provide wages that are externally competitive with industry standards and internally equitable. We provide equal opportunity across all employment practices including recruitment, selection, training, promotion, transfer and compensation with regard to age, gender, race, national origin, religion or any other characteristic protected by local laws.

UAE being a tax heaven country as well as due its location in world map becomes one of largest goods trading hub. UAE markets are flooded with items imported from China, India and other Asian countries, which make market more competitive as well adequate for local consumption. Zulekha Hospitals procures cent percent of its products from the local markets in UAE including Abu Dhabi, Dubai, Sharjah and other emirates.



Bribery is the offer, promise, giving, demanding or acceptance of an advantage as an inducement for an action which is illegal, unethical or a breach of trust.

Corruption is the misuse of public office or power for private gain; or misuse of private power in relation to business outside the realm of organization.

It is Zulekha Hospitals policy to conduct business in an honest way, and without the use of corrupt practices or acts of bribery to obtain an unfair advantage.

- The ZH management attaches the utmost importance to this policy and will apply a “zero tolerance” approach to acts of bribery and corruption by any of our employees or by business partners working on our behalf. Any breach of this policy will be regarded as a serious matter by the organization and is likely to result in disciplinary action.

Staff members involved in the purchasing of equipment or consumables are also bound to strict ethical principles, ensuring that an impeccable standard of integrity is maintained in the Group’s business relationships.

The Code further prohibits the making of donations to political parties, unless this has been preapproved by the Executive Committee of Zulekha Hospitals.

MANAGEMENT APPROACH

The Group Sustainable Development Policy, Group Environmental Policy, Group Corporate Affairs and Code of Business Conduct and Ethics stand to our long-standing commitment to conducting business responsibly. The policies are reviewed annually by management, with recommendations to the Board as part of the annual policy review. Because health care is a highly-regulated industry, it is important that we maintain a robust ethics and compliance program to educate our workforce and to prevent, detect and correct compliance problems. Our ethics and compliance program plays an integral role in the company’s operations. We work diligently to ensure our employees understand and comply with applicable laws and policies and adhere to the highest standards of ethics and integrity. Each employee plays a vital role in achieving this goal.

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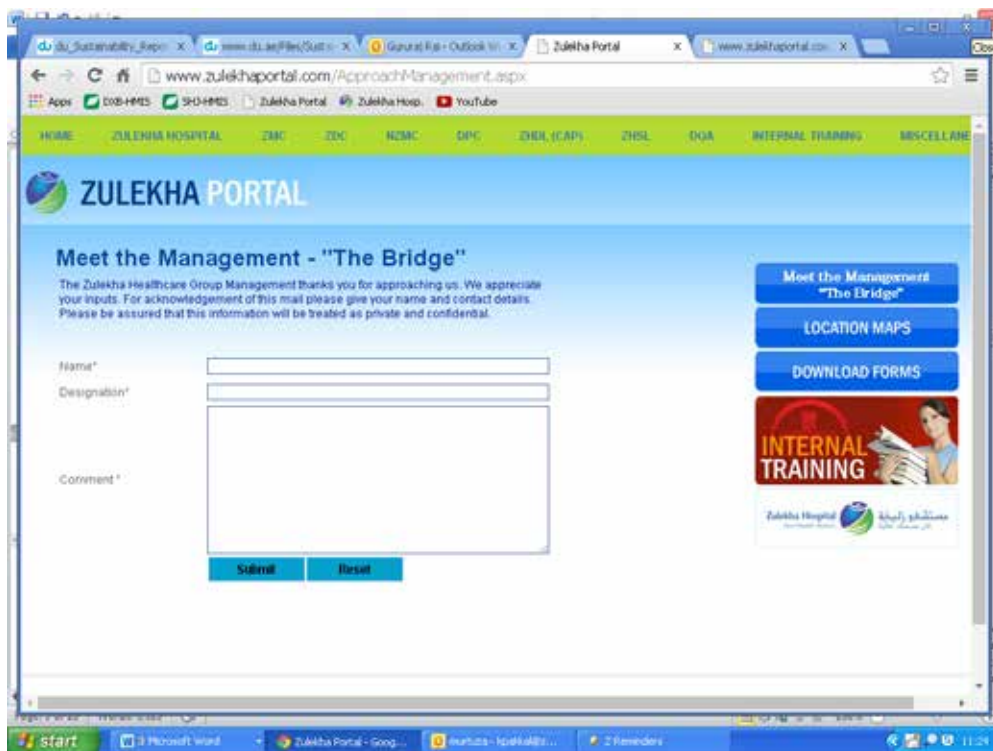
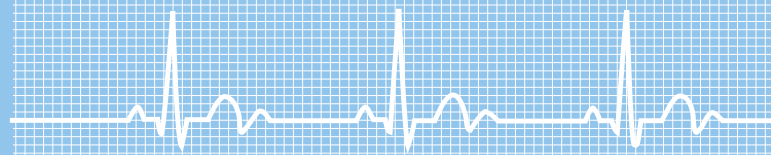
In the event that an incident of bribery, corruption, or wrongdoing is reported, we will act as soon as possible to evaluate the situation. ZH has clearly defined procedures for investigating fraud, misconduct and non-compliance issues and these will be followed in any investigation of this kind.

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Financial performance and accountability

We had a year of solid progress and continued organic growth. we saw improvement in key financial metrics achieving the highest same-hospital revenues,

Key statistics:

Direct Economic Value Generated and Distributed (figures in % indexed on the base of 2011 figures)				
	2011	2012	2013	2014 targets
Revenues	100	109	128	135
Economic value distributed (USD or AED)				
Operating costs	30	34	41	45
Employee wages and benefits	60	64	70	73
Payments to providers of capital	6	7	11	11
Payments to government	2	2	3	3
Community investments	1	1	1	1
Total assets				
Economic value retained (calculated as 'Direct economic value generated' less 'Economic value distributed' (USD or AED)				
	2.0	1.5	2.6	3



Revenue achieved						
Years	2008	2009	2010	2011	2012	2013
Revenue - ZHS	3.6	4.19	4.03	4.467	4.932	6.11
Revenue - ZHD	4.12	5.69	6.16	7.164	7.677	8.99
Budget - ZHS	3.2	4.17	4.555	4.897	6.35	6.985
Budget - ZHD	4.213	5.044	6.061	6.516	7.004	7.53
Group revenue	7.72	9.88	10.19	11.632	12.609	15.101
Group Target	7.41	9.214	10.616	11.412	13.354	14.515

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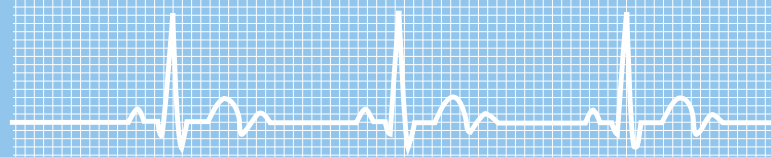
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MARKET PRESENCE

ES 5-6

Target to be revised- turrino plz note – query ??? targets could be increased by 2 % eg ` 12,14,16,18

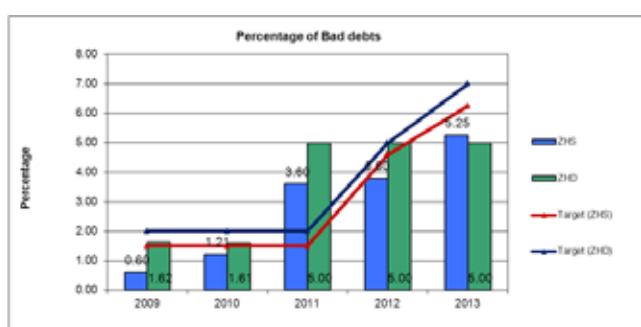
market share		2009	2010	2011	2012	2013
ZHS		12	15	15	15	17
ZHD		10	12	12	12	14
Target ZHS		10	14	16	16	16
Target ZHD		10	12	14	14	14

Net Profit					
Years	2009	2010	2011	2012	2013
ZHS	0.12	0.143	0.244	0.333	0.123
ZHD	0.285	0.295	0.626	0.465	0.579
Target ZHS	0.1	0.125	0.175	0.225	0.25
Target ZHD	0.377	0.268	0.309	0.354	0.403
Group Profit	0.405	0.438	0.87	0.798	0.702
Group Target	0.477	0.393	0.484	0.579	0.653

The above data has been indexed to give a trend of the net profits

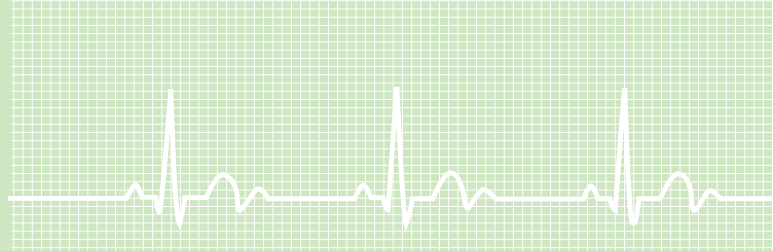
ECONOMIC IMPACTS

Zulekha Hospitals, like other organizations, has many economic impacts on our stakeholders through, amongst other things, the generation and distribution of value, the creation of employment opportunities, remunerating our employees fairly and competitively, and our corporate social investment. We continuously manage these and engage with our stakeholders on matters relevant to them, as reported elsewhere in this report.



Percentage of bad debts	2008	2009	2010	2011	2012	2013
ZHS	0.75	0.6	1.21	3.6	3.8	5.25
ZHD	0.75	1.62	1.61	5	5	5
Target (ZHS)	1.5	1.5	1.5	1.5	4.6	6.25
Target (ZHD)	2	2	2	2	5	7

The above data has been indexed to give a trend of the bad debts



The Group continuously identifies and evaluates areas for operational improvement. Such efficiency gains are passed on to our patients and Insurance corporate with a view to increasing the affordability of healthcare.

To improve our cost-effectiveness we are continuously investigating and implementing new cost-saving efficiencies to reduce our input costs and tariff inflation.

The Federal Ministry of Health regulates the profit margins on local registered medication by centrally controlling the cost price and selling price of medication. In Dubai, in an effort to streamline the supply of medical materials, Zulekha Hospitals has implemented a new central medical store. This serves as a central logistics platform for the operational units and supplies them with their daily medical material and medication needs. The centralised store realizes efficiencies and savings in overall inventory, staffing and processes related to the supply chain of units in Dubai and Sharjah.

Environmentally responsible medical services

G4-EN1-34

We are mindful of our impact on the earth's resources and the environment.

"Climate change is one of the greatest threats to our health and well-being. It's likely to have a significant impact for health in UAE.

Zulekha Hospitals, has a key role to play in reducing carbon emissions and supporting local community to adapt to climate change."

Why is it necessary to have a sustainability strategy?

A sustainability strategy is necessary to ensure that the key Trust sustainability aims and objectives are clearly defined and effectively implemented and managed. Only then will we be able to effectively reduce our carbon emissions.

Zulekha Hospital Sustainability aims at

- Recognise our responsibility to mitigate and prepare for impacts of climate change
- Promote the health and well-being of staff, patients and visitors through behaviour change

- Promote environmental stewardship and the responsible use of resources to minimise costs

- Work collaboratively with likeminded partners and the wider community to promote sustainability

- Embed environmentally sustainable practices and understanding of sustainability within the Hospital group

- Develop a process to measure and report progress on performance

Zulekha Hospital in Sharjah won the Best Sustainable Hospital Project Award at the Hospital Build & Infrastructure Middle East Exhibition & Congress in June 2013 at the Dubai

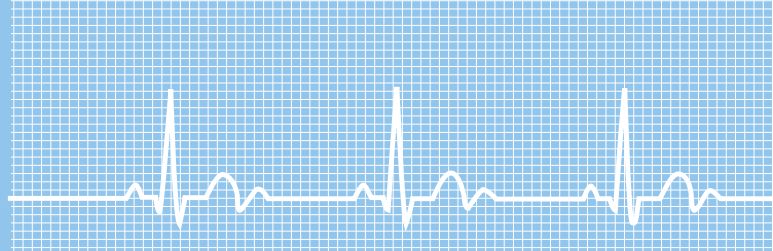
The new extension building of Zulekha Hospital in Sharjah won the Best Sustainable Hospital Project Award at the Hospital Build & Infrastructure Middle East Exhibition & Congress in June 2013 at the Dubai

International Convention and Exhibition Centre, Dubai, UAE. The Hospital Build & Infrastructure Awards seek to recognize exceptional healthcare projects developed in the Middle East.

It's the latest plaudit for Zulekha Healthcare Group's continued commitment under the able guidance of Mrs. Zanutia Shams - CEO of Zulekha Healthcare Group.

This latest facility is testimony of our commitment to grow with sustainable development and innovation, in equal measure with the help of latest modern medical technology, focusing on Greenfield site development, water conservation, energy efficiency, material selection, intelligent and Green IT and indoor environmental quality

Zulekha Hospitals' new project was found to be an innovative and futuristic project that advances sustainable development through initiatives which will demonstrate outstanding commitment to sustainability in terms of its design, development, construction and future efficiency. The project was evaluated by an expert panel of judges and is found to demonstrate an efficient use of resources, such as energy and water, and use of materials that reduce environmental and health impacts of the facility.



The 125-Bed new tertiary care facility once commissioned is expected to cater to the healthcare requirements of the increased population of Sharjah & Northern Emirates. The Group offers over 25 super specialty services of expert doctors equipped with the most modern, state-of-the-art medical equipment for the best possible accurate diagnostic and therapeutic needs of the society in line with the vision & mission of the group. The new facility consists of high-tech Operating Theatres, Adult/Paediatric Intensive Care units, Heart care unit with Catheterization Lab, Emergency Care unit, Dialysis Centre, Radio Diagnostic & Clinical Laboratory, Physiotherapy with Rehabilitation Facilities, spacious In-patient and VIP rooms, Out-Patient & In-patient Pharmacies, etc. The project also consists of a 200 seat auditorium with Live Surgical conferencing facility which is expected to function as a catalyst for education of the medical fraternity which also portrays Zulekha Healthcare Group's keen interest in the Medical Education / Training sector in this region. Located in the heart of Sharjah, the new facility is fully functional now.

ENGAGED LEADERSHIP

In an endeavor to spread awareness about eco-friendly environment and to emphasize the importance of clean and green surroundings, Zulekha Hospitals have been strongly advocating environment friendly processes and initiatives.

The Group has initiated-an eco sensitive movement organization wide-called as EFFORT-Earth Friends for Optimum Results Tomorrow.

This is one such initiative with the objective to spread awareness and encourage positive action. Such eco drives accelerate the awareness drive on sensitive environment issues and encourage healthy living.

Organisation wide environment friendly activity adopted:

- Environmental friendly building products are used,
- The Information technology department have been using –energy saver /eco friendly products
- Staff's have been following initiatives such as – reduction of print/re use of paper; energy and water conservation, usage of bio degradable plastic products.

For the community

- Every year the Hospital observes –Earth Day /Hour encouraging its patrons to participate in this observation/ vigil.

What we do for this:

A-Manage our Resource Use

-Energy and Carbon Savings

-Minimise Waste

-Water Conservation

-Effective Information

-Technology and Telephony

B-Design Sustainably

-Design and re-fit our buildings with sustainability as a priority

C-Promote Green Travel

-Promote low carbon transportation and active travel

D-Procure Sustainably

-Buy sustainable products and services

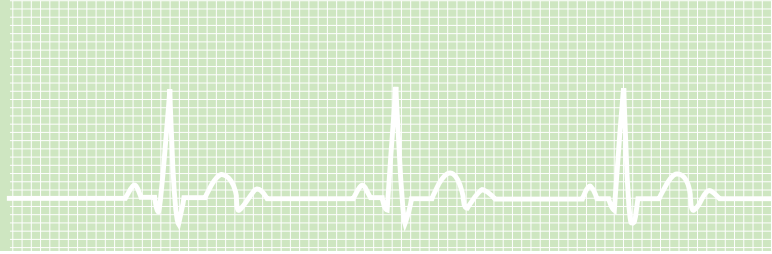
Energy, water & emissions (EN3, 8, 9, 10, 15, 16, 20, 30)

Energy ,Water and Carbon Savings

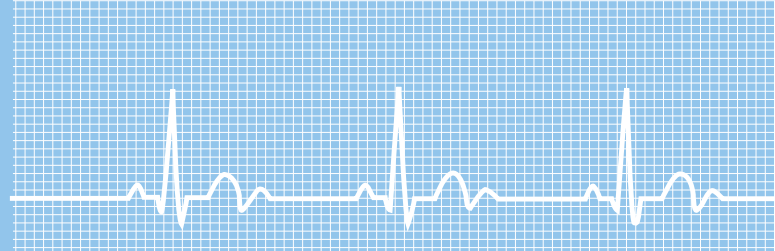
Reducing carbon dioxide and other green house gas emissions

Promoting efficient use and innovative solutions for water conservation

How we'll achieve it:



- Install energy monitoring on high consumption equipment
- Install motion sensors for lighting
- Water saving devices installed as standard in refurbishments and new builds
- Invest in energy saving refurbishment projects
- Centralised “shut down” of idle PCs after specified time of inactivity
- Development of energy efficient data centres
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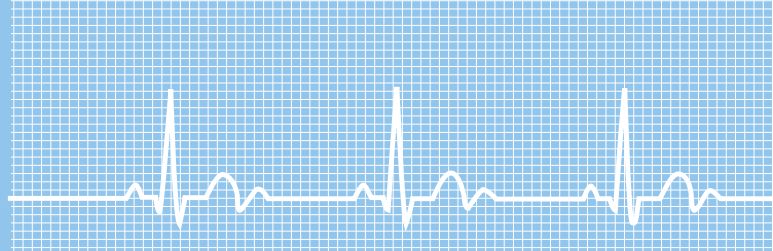
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Energy, water & emissions (EN3, 8, 9, 10, 15, 16, 20, 30)

Energy ,Water and Carbon Savings

Reducing carbon dioxide and other green house gas emissions

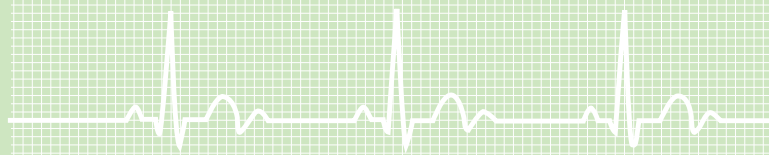
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Direct Energy Consumption			
	2011	2012	2013
Natural gas (million standard m3)	NA	NA	NA
Diesel oil (m3) for power generation - Shj	1	1	2
Diesel oil (m3) for power generation - Dxb	1	1	1
Vehicle fuel consumption, diesel (m3)	NA	NA	NA
Vehicle Fuel consumption, gasoline (m3)	NA	NA	NA
Imported electricity (MWh) - Dxb	6,062	5,732	5,922
Imported electricity (MWh) - Shj	1,582	2,073	5,027
Other (please specify)	NA	NA	NA
Total water withdrawal by source			
	2011	2012	2013
Water consumption (m3) - Dxb	29,182	24,564	25,921
Water consumption (m3) - Shj	11,833	12,112	22,564
Energy used for water desalination and treatment (kWh)	NA	NA	NA
Energy used per m3 of water (kWh) - Dxb	NA	NA	NA
Energy used per m3 of water (kWh) - Shj	NA	NA	NA
Percentage and total volume of water recycled and reused			
	2011	2012	2013
Total volume of water recycled and reused (m3) - Dxb	2918	2456	2592
Total volume of water recycled and reused (m3) - Shj	1183	1211	2256
Percentage of water recycled and reused	10	10	10
Total direct and indirect greenhouse gas emissions (tons)			
	2011	2012	2013
From diesel fuel used for power generation shj CO2	520	520	1040
From diesel fuel used for power generation Dxb Co2	520	520	520
From vehicle fuel consumption	NA	NA	NA
From imported electricity Shj	917.52	1202.41	2915.8
From imported electricity Dxb	3,516	3,325	3,435
Total GHG emissions	5,473	5,567	7,910
Emissions of ozone-depleting substances			
	2011	2012	2013
Emissions of ozone-depleting substances [Normal refrigerator produces 0.45g of CFC.Past three years we considerably reduced the number of CFC emitting refrigerators]	33*0.45=14.85g	28*0.45=12.6g	10*0.45g



LIQUID OXYGEN DELIVERY / TRIP savings by oxygen plant installation	
Annual trips made per year	277
Trips made after Tank Installation in Dxb & Shj	35
TRIPs SAVED AFTER INSTALLATION OF Medical OXYGEN TANKS in Dxb & Shj	242
Cost Saving annually approx. Aed after installation of medical oxygen gas	84K

Promote Green Travel

How we'll achieve it:

- Develop a sustainable transport plan for our hospital sites
- Improve the efficiency of vehicles

Environmental impact of transporting products and services and workforce			
	2011	2012	2013
GHG from transporting products and services (tons)			
GHG from transporting workforce (tons) [Considering annual CO2 emission as 5.1 metric tonn/vehicle Ref:www.epa.gov]]	240	250	275
Environmental impact of transporting products and services and workforce			
	2011	2012	2013
Waste disposal - Dxb	175,245	191,333	222,100.00
waste disposal - Shj	120,200	120,200	120,200.00
Emission treatment	0	0	0
Remediation costs	0	0	0
Pest Control Expenditure Dxb	10,000	9,500	9,500.00
Pest Control Expenditure - Shj	6,000	6,000	28,000.00
Prevention	0	0	0
Environmental management	0	0	0
Total	313,456	329,045	381,813

Design Sustainably

Design and Re-fit our Buildings with Sustainability as a Priority Ensure our buildings, new and old, reflect our sustainability aims

How we'll achieve it:

- Certification and sustainability evaluation for all major projects
- Investment in resource saving refurbishments and products.

5.2 Waste / Consumption of material

(EN1, 2, 22, 23, 24, 25)

Minimise Waste

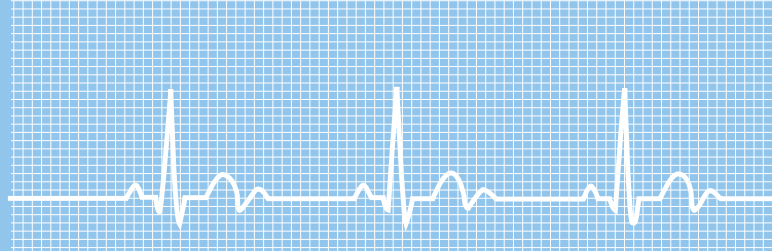
Promoting appropriate use of resources and reduction of waste

How we'll achieve it:

- Improve awareness about responsible use of resources
- Find innovative ways to re-use unwanted materials
- Divert all of our general waste from landfill
- Introduce recycling facilities in all areas

Materials used			
	2011	2012	2013
Non Renewable			
Concrete used for construction M3	7,500	3,500	0
AC Filter - Nos [Anti Bacterial For OT,lab etc]	18	18	50
Renewable			
Cardboard [Kg] - Dxb	20,565	18,422	8,839
Cardboard [Kg] - Shj	2,154	1,930	4,866
Paper [Kg] - Dxb	160	230	1,515
Paper [Kg] - Shj	2,700	360	400
Used Water [litre] - Dxb	29,182,230	24,564,101	25,921,253
Used Water [litre] - Shj	11,833,327	12,111,871	22,564,766
Normal Ac filter - Nos	164	164	487

Total water discharge (m3)			
	2011	2012	2013
Sewage Water Discharge (m3) Dxb	26,264	22,108	23,329
Sewage Water Discharge (m3) Dxb	10,650	10,901	20,308
Hazardous and Non-Hazardous waste (tons)			
	2011	2012	2013
Normal waste Shj	22	24	26
Normal waste Dxb	21	61	54
Recycling [Shj]	5	2	5
Recycling [Dxb]	21	19	10
Medical Waste Shj	18	21	21
Medical Waste Dxb	38	43	44
Total waste disposed	125	170	160
Hazardous waste transported			
	2011	2012	2013
Medical Waste(tonnes) - Dxb	40	43	44
Medical Waste (tonnes) - Shj	18	21	21
Total hazardous waste transported (tonnes)	58	64	65



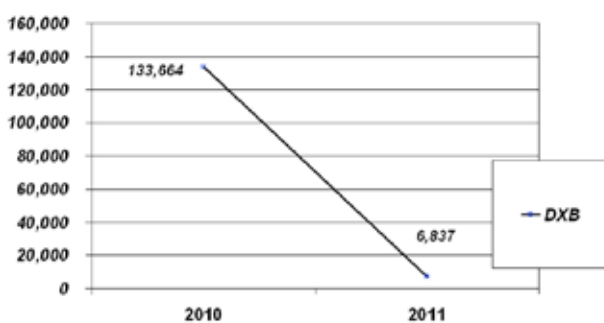
Medical Waste Shj	18	21	21
Medical Waste Dxb	38	43	44
Total waste disposed	125	170	160
Hazardous waste transported			
	2011	2012	2013
Medical Waste(tonnes) - Dxb	40	43	44
Medical Waste (tonnes) - Shj	18	21	21
Total hazardous waste transported (tonnes)	58	64	65

Waste Generated (in Tonnes)					
	2009	2010	2011	2012	2013
ZHS	14.2	16.2	18	21	21
ZHD	22.5	34	40	43	44
Target ZHS	20	20	20	25	25
Target ZHD	30	30	40	40	40

Paper & Cardboard Recycling (in Kgs)					
	2009	2010	2011	2012	2013
Cardboard ZHS	1240	1630	2,154	1,930	4,866
Cardboard ZHD	6752	12600	12,565	10,422	8,839
Paper ZHS	421	2213	2,700	360	400
Paper ZHD	120	152	160	230	1,515
Target - Cardboard	5000	10000	10,000	10,000	10,000
Target - Paper	2000	2000	2,000	700	500

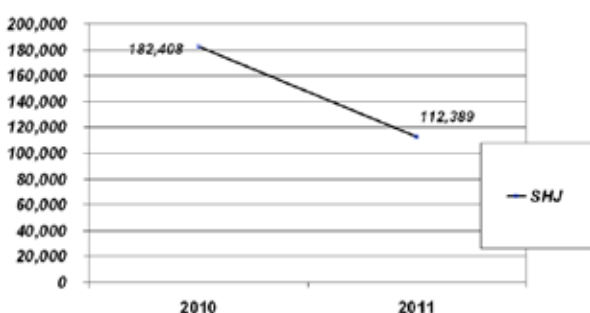
ZH DXB RADIOLOGY DEPT

savings in x-ray films after installation of Picture archiving and communication system(PACS) PACS



ZH SHJ RADIOLOGY DEPT

savings in x-ray films after installation of Picture archiving and communication system (PACS)



SYSTEM DESCRIPTION

A Pneumatic Tube System is a system (technical equipment) in which cylindrical containers (carriers) are propelled through a complex network of tubes by compressed air or by vacuum. They are used for transporting physical objects.

Air Tube system provide air cushioned transport with soft delivery

ADVANTAGES OF PTS

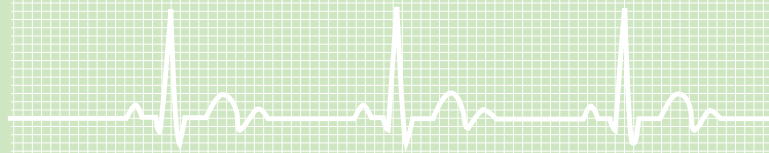
- Faster turn around time for transportation of materials.
- Reliable air cushioned transport and prompt delivery
- Long distance transport over head, under ground and between buildings
- Productivity savings allow more time to provide direct patient care.
- Service available 24 hours a day.
- Reduction in inter – departmental movements to staff and thus workload on utility systems
- Improved Efficiency and productivity

Sending/Receiving Stations

Automatic End Station – bottom Loading



Keypad



Sending/Receiving Stations

Automatic Front Loading Through Station



A separate diverter is not required for this station

Zakheh Hospital
مستشفى زكية



Total no of video conferencing from 2011-2013 equal to 408

For the period of 2011-2013 we have saved 12 hours per VC for avg 06 persons attending meetings from 02 different location which results in saving 4896 man hours at cost AED 2,01,205

Benefits of video conferencing are as below;

- Enable collaboration across healthcare teams
- Support better outcomes and more timely access to care
- Reduce unnecessary hospitalizations
- Enable faster onboarding of new healthcare professionals
- Provide better utilization of specialists
- Management and staff meetings

Sending/Receiving Stations

Station with receiving Bay




Carrier Arrival Signal Indicator

Specially designed for clinical Laboratory

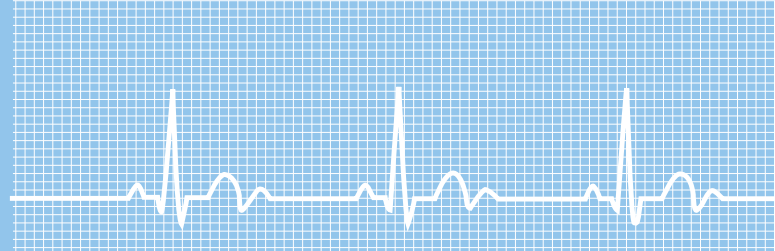
Zakheh Hospital
مستشفى زكية

PTS SYSTEM COMPONENTS - DIVERTER



3 way diverter

Zakheh Hospital
مستشفى زكية



The Benefits & Advantages for our Business

Businesses across all sectors are operating on reduced profit margins, due mainly to increased competition and higher operating costs.



What are the Benefits of Fleet Management Systems?

These include:

- Lower fuel, vehicle maintenance and insurance costs
- Reduced carbon footprint
- No or fewer speeding tickets
- Less paperwork and paperwork processing
- Better planning

UAE Locator

UAE Locator is a comprehensive fleet management system designed to provide a fully integrated business solution.

Features include:

- Vehicle tracking; with a selection of operation tools, such as Geofences, vehicle stops and displays on the screen .
- Individual vehicle dashboards
- Route builders; logistics planning and zone creation
- Maintenance; routine alerts and vehicle health monitor
- Fuel consumption monitor
- Real time vehicle tracking; driver events, speed, location, travel time
- Vehicle history; route replay, fuel card history
- Improved customer service

Vehicle Tracking

By using GPS tracking, fleet management systems provide with the ability to track a particular vehicle or driver. They allow to track groups of vehicles. Driver routes are clearly mapped out to avoid unnecessary detours and dispatchers can alter the routes if there are any problems such as road works or traffic accidents.

Driver Productivity

Fleet management can indicate whether a driver is running late or on time. It reduces the amount of time that is wasted at customer locations and stops employees from taking unnecessary detours or long breaks. Not only can driver location be monitored, but so can speed and driving habits; for example, if they push too hard on the brakes.

Safety and Maintenance

Another benefit of fleet management is improved safety. Vehicles are carefully maintained and serviced regularly. If they show signs of age, they can then be replaced.

Regulatory Compliance

Fleet management assists drivers in keeping accurate driving records, thus reducing compliance related issues.

Suppliers

G4-12, EC9, EN32, 33, LA14, 15, S09, S010



In order to deliver our services we are dependent on a large and diverse range of suppliers, who form an integral part of our ability to provide quality hospital care; we believe in building long-term relationships with suitable suppliers, establishing a relationship of mutual trust and respect.

Regular meetings are held with suppliers to ensure continuity of service. We rely on our suppliers to deliver products and services of the highest quality in line with our own standards. Various other criteria play an important role in selecting suppliers, such as: compliance with applicable international and local quality standards, price, compliance with appropriate specifications suited for our markets, stability of the organisation and the relevant equipment brand, good-quality and cost-effective solutions, support network, technical advice and training philosophy.

SMART PURCHASING STRATEGY

Zulekha hospitals purchase is to make easy accessibility and acquisition of high quality goods to the patient in the right quantity, at the right time, at the right place, from the right supplier, at the right cost, at optimal inventory and operating investment.

Our Goal

- Sustain uninterrupted flow of sustainable goods & services
- Maintain inventory at optimal level
- Purchase standardized items of uniform quality
- Source and develop sound suppliers who bring value, cost-effective solutions, quality products, and above-par service to Zulekha Healthcare Group
- Purchase preferably at lowest possible costs
- Improve Zulekha Healthcare Group competitive edge in the market
- Increase usage of Environmental Friendly Electronic Products – Zulekha Hospitals has purchasing agreement based on Green IT criteria for desktops, laptops and workstations, as well as other ancillary devices.

Product sourcing:

The availability of products and services is imperative in enabling us to deliver quality care to our patients and therefore an important criterion in our supplier selection process.

In UAE All international suppliers and manufacturers are

required by law to operate through local agents. Zulekha Hospitals is legally required to procure from local suppliers or agents, except in cases where a product is not available in the UAE, where permission to import from foreign vendors is granted. Zulekha Hospitals procures approximately 99% of its supplies from local agents.

Supplier selection Criterion:

We prioritize selection of products and services from suppliers that adopt our established CSR criteria in the areas of environmental management, employer-employee relationships and in ethical business practices. Furthermore, Zulekha Hospitals has routinely engaged its supplier through regular satisfaction surveys.

The survey focuses on criteria like attitude, professionalism, responsiveness of Purchase department staff and also the appropriateness and completeness of documentation from the Purchase department.

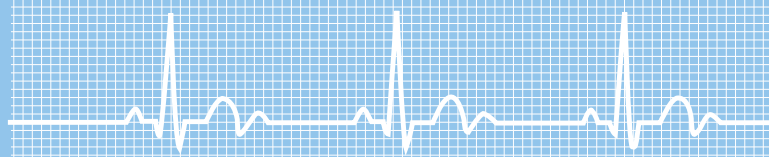
It is worth noting that among all suppliers who participated in the surveys, 93% have expressed their satisfaction and pleasure of dealing with Purchase department staff and with ZULEKHA HOSPITALS in general., with more than 50-60% of surveyed vendors marking our staff attitude and the documentation standards as 'Excellent'. This score has been consistent for the past two surveys conducted for 2011-2012 and 2012-2013.

This year, one common suggestion that was brought forward by a few suppliers was that they would prefer to receive LPOs by mail instead of by fax.

We are in the process of launching a new initiative wherein LPOs will be approved online by concerned authorities, which will negate the requirement of printing the LPOs and getting physical signatures. Once this is fully operational, we will be able to send soft copies of approved LPOs via mail to the concerned vendors instead of faxing printed LPOs.

This not only works to the convenience of all parties involved (including the LPO creators, authorized signatories and the vendors), but also is a major green initiative since it will reduce the consumption of printing paper by a major margin.

It is worth mentioning that that over 85% of the suppliers have been engaged with ZULEKHA HOSPITALS for more than 10 years and that we have maintained our percentage of 99% of the hospital purchases from local suppliers as per our policies and in accordance with local laws and regulations.



Procure Sustainably

Buy Sustainable Products and Services

How we'll achieve it:

- Evaluate all contracts on a whole-life cost basis
- Increase awareness/training of sustainability issues for Supplies staff
- 'Invitation to Tender' documents to include sustainability criteria and a requirement for suppliers to have or be working toward Environmental Management accreditations

Suppliers Evaluation Matrix			
	2011	2012	2013
Number of significant suppliers	615	640	660
Number of local contractors	1	1	1
Local suppliers %	99	99	99
% of new suppliers that were screened using criteria for impacts on society.	0	10	20
Number of suppliers identified as having significant actual and potential negative impacts on society.	NIL	NIL	NIL
Actual and potential negative impacts on society identified in the supply chain.	NIL	NIL	4
% of suppliers identified as having significant actual and potential negative impacts on society with which improvements were agreed upon as a result of assessment.	NIL	NIL	4
% of suppliers identified as having significant actual and potential negative impacts on society with which relationships were terminated as a result of assessment, and why.	NIL	NIL	NIL

Green IT Purchase Data Graph

Management of Anti-corruption (SO-3-total no of percentage of ops assessed for risks related to corruption and significant risks identified, SO-4-communication and training on anti-corruption policies and procedures, SO-5- confirmed incidents of corruption and actions taken)

Any form of incentive scheme or reward system for procurement is prohibited and the Group's Ethics policies are available to all suppliers. Staff members involved in the purchasing of equipment or consumables are bound to strict ethical principles ensuring that a standard of integrity is maintained in the Group's supplier relationships.

All purchasing are done through a tender or RFP method, which are evaluated through an independent committee and awarded. Recognizing the important role of our suppliers in our business and honoring their service excellence is done through Reward and Award programs by the Group.

Communicating Human Rights

As a healthcare provider, we manage human rights issues from patient and employee rights perspective during this reporting period, we started this pilot project towards our suppliers and contractors by screening on human rights and we will update the readers on the progress in our future reports.

Risk Assessment

Zulekha Hospitals Quality and Patient Safety (QPS) plan provides background information and guidance on the principles, components and methodologies of TQM, Continuous Quality Improvement (CQI), and Patient Safety for the organizational work units.

Risk assessment and management of anti-corruption is addressed through the Risk Register Profile which includes risks identified and their rates based on Hospital Risk Matrix and the current control and techniques for each identified risk. Risk management program identifies risk associated with patient care in order to eliminate/ mitigate the risk and improve the quality of patient care.

Supplier grievance policy

Zulekha Hospitals supplier grievance process ensures a vendor's ability to access Zulekha hospitals staff and leadership to address concerns, grievances, or complaints relating to the contracting award process for products or services. The same is done through a feedback form which can be availed and addressed formally giving equal opportunity to address their grievance.

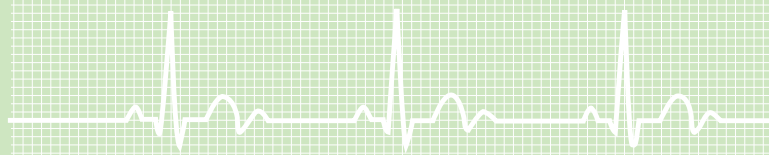
A confirmation will be sent to the applicant explaining the process and response timeframe. Concerns, grievances and complaints will be reviewed by the Review Panel and recommendations and suggested courses of action (after approval by the core management) will be considered final.

Supplier Satisfaction for 2013 on the procurement process

Criteria for evaluation	Need Improvement	Satisfactory	Good	Excellent
Accessibility and Professionalism of Staff	0.0%	6.3%	42.2%	51.6%
Responsiveness of Staff	0.0%	7.8%	39.1%	51.6%
Staff attitude	0.0%	7.8%	34.4%	57.8%
Appropriateness of Documentation	1.6%	4.7%	46.9%	46.9%
Guidance towards correct department/doctor	0.0%	4.7%	34.4%	53.1%

OUR PEOPLE

G4 –LA1-16)



Zulekha Hospitals mission is achieved through the commitment of our highly-skilled employees who serve our patients and communities through their compassion and dedication.

Through our employee advocacy efforts, Zulekha Hospitals seeks to increase employee engagement by understanding the interests and preferences of our 1400 employees. Our goal is to strengthen alignment between the organization's strategies, goals, and objectives and its people. Designing activities and programs to meet the unique needs of our employees from the day they are hired helps us improve peer and supervisor relations, promote education and career growth, encourage wellness, and ultimately better engage and retain our employees.

As an employer seeking clinical caregivers, we face strong competition for qualified talent.

Our core workforce strategy focuses on retention: not only does this reduce our hiring and productivity costs, but more importantly promotes our quality processes, patient services and physician relationships. Our approach is deliberate and fact-based -we hire selectively, pay competitively, recognize the achievements of our employees, provide clinical and leadership education and promote career progression of our employees.

Zulekha Hospitals Commitment to People is that every employee:

- Fits their Position
- Knows what is expected
- Gives and Receives Timely Feedback
- Is Recognized and Rewarded
- Grows and Learns

FITS THEIR POSITION

With a goal to "hire the right person, for the right job, in the right way," Zulekha Hospitals Selecting Talent initiative improves the number of quality hires and reduces turnover, particularly in the first year of employment. Selecting Talent is a multi-step process which incorporates pre-hire assessment tools and behavioral-based interviews with hiring managers and peers, allowing for a good match of

candidates to the appropriate positions. The initiative also includes onboarding components, including follow-ups at 30 and 90 days after hire.

Our employees are well positioned to evaluate individuals who would be successful colleagues. Zulekha Hospital's employee referral program encourages employees to refer friends or former colleagues for employment at any Zulekha facility. Our recruiters make it a top priority to pursue these leads. on average, 20 percent of all hires were initiated by an employee referral.

EQUAL OPPURTUNITY & DIVERSITY G4 LA12

Zulekha Hospital believes in a diverse and inclusive environment, one that is grounded in our dedication to the health and well-being of all people. Respecting, nurturing, and encouraging diversity of thought, background, and experience contributes to positive employee work environments that result in exceptional patient care.

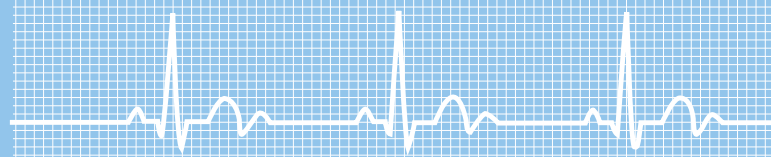
As a community-based health care provider, it is imperative that our employees reflect the diversity of the communities we serve. A strong commitment to equal employment opportunity is a sound business practice and we base employment decisions on merit, qualifications and abilities. This approach is formalized in the company's equal employment opportunity policy.

Equal Opportunity Matrix			
	All Staff	Managers	Board
Total force	1245	25	9
Women %	58	12	33
Age <30 yrs	30	12	0
Age 30-49 yrs	59	72	33.5
Age 50+ yrs	11	16	66.5

Staff composition

Employment by contract (Number of Individuals)			
	2011	2012	2013
Full-time employees	102	111	121
	6	0	3
Part time employees	NA	NA	NA
Total	1096	1178	1279

Employment by level (Number of Individuals)			
	2011	2012	2013
Senior Management	17	10	9
Middle Management	873	942	1012
Staff	206	226	258
Total	1096	1178	1279



Employee Turnover

Employment by Nationality			
	2011	2012	2013
Number of employees' nationalities	17	18	20
# of Emirates	6	6	6
# of Expatriates	109	117	127
	0	2	3
Total	1096	1178	1279

Employment by Gender			
	2011	2012	2013
# of Female	642	677	725
# of Male	454	501	554
Total	1096	1178	1279

Total # of workforce by age group			
	2011	2012	2013
18-30	447	463	504
31-40	482	503	526
41-50	131	154	181
51-60	31	53	59
60+	5	5	9

New employee hire			
	2011	2012	2013
Number of new employee hires - Total	151	232	334
# of Female new hires	101	132	182
# of Male new hires	50	100	152
New hires 18-30 years of age	81	122	205
New hires 31-40 years of age	47	79	87
New hires 41-50 years of age	17	21	34
New hires 51-60 years of age	4	9	7
New hires 60+ years of age	2	1	1

Total number of employee turnover			
	2011	2012	2013
Total number of employees turnover	201	212	326
% employee turnover	17.75	19.12	26.85

# of employee turnover by level			
	2011	2012	2013
# of Senior Management	0	X	2
# of Middle Management	126	133	179
# of Staff	75	78	145
Total	201	212	326

# of employee turnover by gender			
	2011	2012	2013
# of Female	145	141	183
# of Male	56	71	143
Total	201	212	326

# of employee turnover by age group			
	2011	2012	2013
18-30	105	111	161
31-40	68	73	123
41-50	23	23	36
51-60	5	5	6
60+	0	0	0
Total	201	212	326

Board of Directors by age group			
	2011	2012	2013
18-30	NA	NA	NA
31-40	8	3	2
41-50	6	2	3
51-60	3	5	4
Total	17	10	9

Board of Directors by Gender			
	2011	2012	2013
# of Female	4	3	3
# of Male	13	7	6

Attrition Trend						
	2008	2009	2010	2011	2012	2013
ZHS	17.2	17	22	17.5	18.08	21.55
ZHD	18	18.6	20	18	20.15	32.15
Target	18	18	18	18	18	18



KNOWS WHAT IS EXPECTED

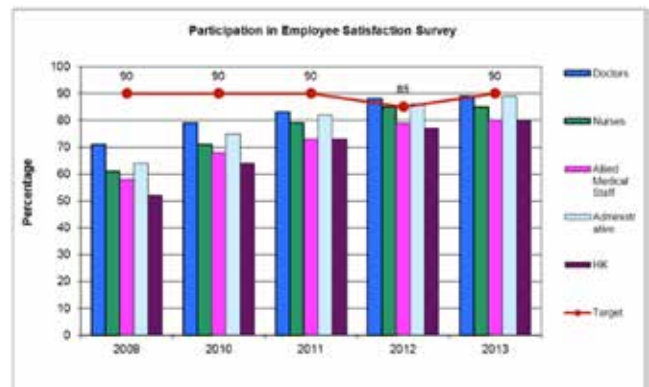
Whether seasoned or new to the Zulekha family, we understand the importance of ensuring that every employee knows what's expected of them in their role. More than just understanding one's job description, it's about acquiring a deeper understanding of how what one person does fits with what others do. It's the collective outcome of everyone doing their part that enables us to deliver on our commitments and deliver superior service to our patients and each other.

Employees attend orientation to learn about the components that characterize our culture, then participate in additional training that is specific for their job and their facility. In addition, Zulekha Hospital sets annual goals as part of our business planning process. These goals are then cascaded to our markets and facilities, and ultimately in a collaborative manner to individual employees. The goal setting process aligns our resources and enables our employees to know what is expected and how their efforts help meet company objectives.

GIVES AND RECEIVES TIMELY FEEDBACK

We evaluate the performance of all employees at least annually, consistent with company policy, professional standards and regulatory requirements. Evaluation criteria include job duties as outlined in the employee's job description and for management level employees, the achievement of company and facility strategic goals. We encourage our employees to speak openly and directly with their supervisor as well as each other. Our Open Door & Fair Treatment Policy encourages employees to openly express their concerns through informal communication and provides a mechanism for resolving concerns or disputes when open communication is not enough. Inherent in this policy is our expectation that supervisors and employees proactively engage in open and direct communication in order to quickly address issues, share ideas and recognize opportunities for improving individual as well as organizational performance.

Employee Participation in satisfaction/ feedback survey - trend					
	2009	2010	2011	2012	2013
Doctors	71	79	83	88	89
Nurses	61	71	79	85	85
Allied Medical Staff	58	68	73	79	80
Administrative	64	75	82	86	89
HK	52	64	73	77	80
Target	90	90	90	85	90



RECOGNIZE AND REWARD

Zulekha's compensation philosophy is to provide market-competitive pay while rewarding employees for strong individual and company performance. Our compensation package includes gross salary and may include incentive pay, such as cash bonuses .

Zulekha recognizes that central to our mission of providing quality patient care is our ability to provide employees with a rewarding place to work and impact the communities we serve.

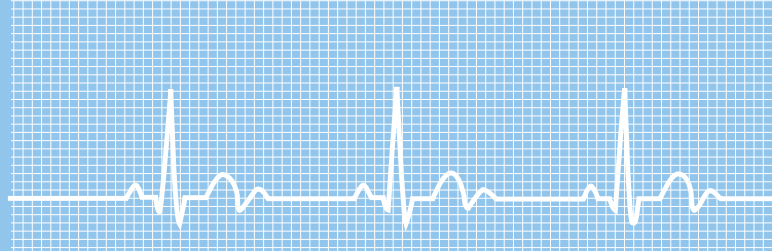
Benefits are an important part of an employee's compensation package, and Zulekha offers a benefits package with choice and flexibility to meet the needs of eligible employees and their family

members or domestic partners. Full-time employees who work 48 or more hours a week qualify for the following:

- Comprehensive Medical staff policy
- Leave & air fare benefits
- Pension Plans for UAE locals

Recognizing employees for good work is an important driver of employee engagement. Our system-wide recognition program, Zulekha Employee of the month & year award, honors employees who perform extraordinary service for patients, families, peers, and their communities. In 2013, we celebrated 60 Individuals who demonstrated not only a high level of skills, but also strength, selflessness and compassion. Seven of those were inducted into the Zulekha employee of the month & year awards. Most importantly, these employees excel in modeling Zulekha's core values. Zulekha employee of the month award is honored on monthly basis and Zulekha employee of the year award is honored annually.

Training on Policy and Procedures concerning HR



Total hours of employees training on policies and procedures concerning HR relevant to operations (hrs)				
	2011	2012	2013	
Total hours	1208	1856	2672	

Percentage of employees trained on policies and procedures concerning HR relevant to operations (%)				
	2011	2012	2013	
Percentage of employees	100	100	100	

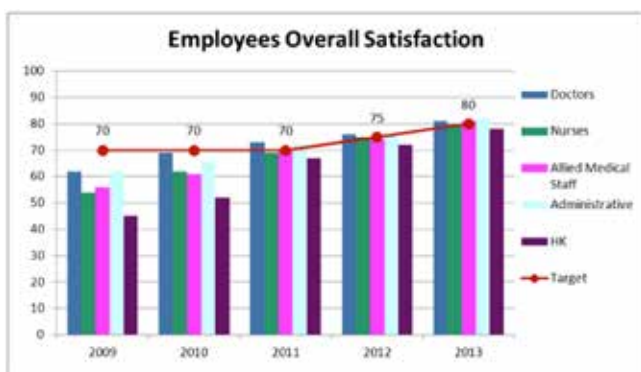
Employee Survey

Our annual Employee Survey provides an objective snapshot of employee feedback about their experience at Zulekha Hospitals.

In 2013, 50 percent of employees participated in the Employee Survey. The overall engagement index, at 67 percent favorable, remained similar to those of previous years. 67 percent of respondents answered favorably to the statement "Overall, I am satisfied with Zulekha as a place to work."

In general, scores among service employees were more favorable than scores among our clinical employees. We also saw noticeable improvement in engagement for the growing employed physician population.

Employee Satisfaction Trend					
	2009	2010	2011	2012	2013
Doctors	62	69	73	76	81
Nurses	54	62	69	75	80
Allied Medical Staff	56	61	70	74	81
Administrative	62	66	72	76	82
HK	45	52	67	72	78
Target	70	70	70	75	80



GRIEVANCE HANDLING

Zulekha Healthcare Group believes in providing employee oriented human resource practices and Understand the needs of the employees. We recognize that it is our responsibility to provide procedures whereby an employee who feels concerned on any issue can seek redressal by raising it to appropriate

Authority.

The Grievance policy has been developed with the following guiding principles in mind and has been Designed to:

- Exercise every reasonable effort, in the first instance to resolve employee problems or concerns informally through discussions.
- Complaint against any of his or her co-worker should be immediately brought to the attention of the Immediate Manager / Supervisor.
- Complaint against the head of the department, he or she may report such grievances to the Reporting Authority of the Head of the Department.
- Enable the employee to invoke the formal stages of the grievance procedure if it is not possible to resolve the problem or concern informally.

The framework of redressal is as below;

1. Stage 1: Written formal notification of the grievance to be given to HR using the Staff Complaint Form detailing the problem and why he or she believe their Immediate Manager / Supervisor's decision or action was unfair or unreasonable.
2. Stage 2: Employee will be called by the HR Head for one to one interaction and given an Opportunity to explain their complaint.
3. Stage 3: HR Head will take into account all facts and investigate the case in detail and discuss with Departmental Head with a proposed solution. Post the concurrence on the proposal, the employee will be called for a meeting.
4. Stage 4: Employee will be informed the resolution of the complaint and the hearing of the complaint is closed.

In case the grievance is not being satisfactorily resolved within a maximum period of one month, the matter may be referred to the senior management, who may refer the subject to the committee for the satisfactory resolution of the same.

All grievances, either from the co-worker to the HOD or to the higher authorities, will be treated in strict confidence, and in accordance with UAE's Labour laws.



Objective being to Assess Staff safety issue and improve the practices and facilities to meet international safety standards.

We at Zulekha Hospitals strive to ensure that national and international standards and guidelines for employee safety are well implemented. Our responsible practices are built on those pillars. We coordinate with the Civil Defense, Labor office and Health Ministry in terms of all governmental regulations. We also follow the Joint Commission International (JCI) the highest international standards in healthcare, for excellence in healthcare quality, operational excellence including workplace health and safety and patient service. Our employee manual, contracts, policies and procedures ensure complete adherence to those protocols. We monitor our H&S performance metrics.

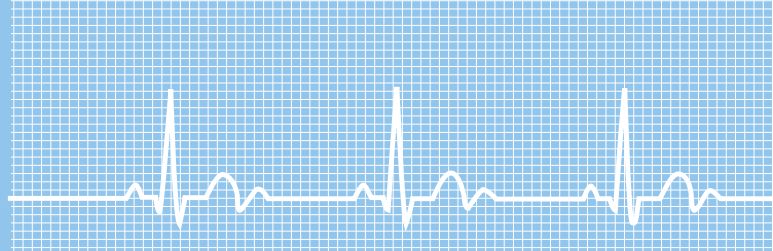
Health & Safety Practices at Zulekha Hospitals
Existence of material safety Data Sheet within each unit
Proper labeling and storage of hazardous material
Safe handling and disposal of medical instruments/materials after usage
PPE equipment available
Periodical check-up for floors and stairs
Regular safety inspections
Material Data sheet and Handling Policy

Which include

- 1) Non-compliance cases with guidelines concerning H&S of patients
- 2) Occupational injuries,
- 3) Mandatory staff vaccinations compliance.

ZULEKHA HOSPITAL SHARJAH- STAFF VACCINATION							
		TOTAL NUMBER OF STAFF VACCINATED YEAR WISE					
SL NO	Name of the Vaccine	2008	2009	2010	2011	2012	2013
1	Hepatitis A (Kitchen Staff)	5	0	1	2	6	1
2	Typhoid (Kitchen Staff)	5	0	1	2	6	1
3	Hepatitis B	57	50	50	25	28	39
4	Influenza	11	35	50	108	43	30
5	Chickenpox	37	27	53	13	20	42
6	MMR	0	0	0	0	0	117
7	Tetanus	37	27	53	13	20	42
8	Pneumococcal (above 65 years)	0	1	0	0	0	0

ZULEKHA HOSPITAL DUBAI- STAFF VACCINATION							
		TOTAL NUMBER OF STAFF VACCINATED YEAR WISE					
SL NO	Name of the Vaccine	2008	2009	2010	2011	2012	2013
1	Hepatitis A (Kitchen Staff)	350	80	146	85	25	30
2	Typhoid (Kitchen Staff)	0	0	0	0	0	11
3	Hepatitis B	350	95	145	133	180	165
4	Influenza	0	0	0	134	75	85
5	Chickenpox	54	50	35	50	65	55
6	MMR	0	0	0	0	0	50
7	Tetanus	150	50	65	50	100	50
8	Pneumococcal (above 65 years)	0	0	0	0	0	0



We also keep records for training attendance such as fire and evacuation drills. As a good practice we have introduced a free vaccination program to our staff.

Health and safety issues are managed by The Health, Safety, Environment Department. Moreover, there are 3 committees managing different aspects of health and safety; The Infection Control Committee, The Patient Safety Committee and the Environment & Facility Safety Committee are responsible to ensure that education, training, counselling, prevention, and risk-control programs are in place to assist workforce members, their families, or community members regarding occupational and no occupational serious diseases.

Additionally, we have safety officers within each department who are responsible for addressing health and safety issues among his colleagues.

One of the responsibilities of the Health Safety department is to educate our employees about fire safety.

Our education team conducted more education to staff on necessity of reporting, and changed the way of reporting to make it easier on staff.

All the engineering systems and Bio medical equipments are included in the Infor Eam Software to ensure that periodic inspection is carried out as per the maintenance schedule. This approach helps us in increasing the efficiency of the system and minimizing complaints, thereby saving a considerable amount of man-hours for repairing.

* Biomedical equipments and Fire Fighting systems are inspecting on regular basis. Ref : Infor Eam Maintenance Software.[100% for each year]

* All the hazmat inventories are updated on daily basis.[100% for each year]

Zulekha Hospital uses Infor Eam Software for asset management for its equipments and capital to enhance predictive maintenance, ensure regulatory compliance, reduce energy usage, and support sustainability initiatives.

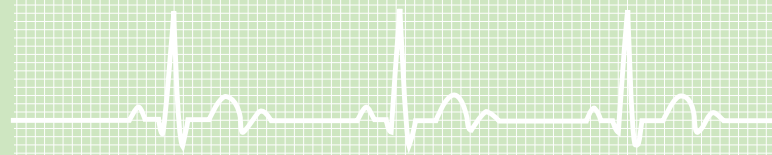
Staff safety training given on

Fire Safety training & testing of Fire Alarm / Pumps ,Awareness of Carbon Emission / Energy Saving ,Environmental Safety and Survey, Manual Handling ,General Electrical Safety ,Awareness of Emergency Alerts / codes ,Permit to work system / PPM procedure, Awareness of FMS polices ,HAZMAT Awareness / PPE / Polices ,Hand Wash Technique / Infection Control ,BMS System / Smoke & Staircase Pre.

Fan, Emergency services /Generator / UPS /Water, Working at height / Ladder safety, Fire Safety /ERT Training/Disaster Management, Fire Drill.

Safety Training Graph

% of workforce represented in joint management-worker H&S committees	2011	2012	2013
	85	88	91
1.Number of staffs attended HSE Meetings	1286	1449	1409
2.Employment levels			
Total number of Employee	1026	1110	1213
Total number of Directors	8	10	10
Total number of managers	10	12	12
Total number of Supervisors	8	17	19
Total number of contractor staffs	234	300	155
4.Frequency Safety Meetings			
Toolbox talk	Weekly	Weekly	Weekly
Safety Meeting Departmental	Bi Monthly	Bi Monthly	Bi Monthly
Training sessions	Monthly	Monthly	Monthly
HSE Committee	Quarterly	Quarterly	Quarterly



Occupational Health and Safety				
	Unit	2011	2012	2013
Employee total man-hour worked	Hours	2,708,640	2,930,400	3,202,320
Contractor total man-hour worked	Hours	818,008	945,600	485,646
Contractor total number of Minor Injury Reported	Number	2	5	2
Contractor total number of Near Missed Reported	Number	31	38	18
Contractor total reportable injuries	Number	0	0	0
Contractor heat stress events	Number	2	5	1
Contractor total number of First Aid Cases	Number	72	66	22
Contractor fatalities	Number	0	0	0
Number of EHS Training Conducted		13	24	25
Number of EHS Training conducted by specialized 3rd party		2	2	2
Number of EHS Toolbox Talk conducted employees - Dxb		42	48	44
Number of EHS Toolbox Talk Conducted, employees - Shj		44	42	41
Number of EHS Toolbox Talk Conducted, contractors		44	40	25
Number of EHS Walkdown Conducted - Dxb		12	12	12
Number of EHS Walkdown Conducted - Shj		12	12	12
Number of EHS Walks Targeted		12	12	12
Emergency Response Drills Dxb		2	2	2
Emergency Response Drills - Shj		2	2	2
Number of fire fighting training, internal		12	12	12
Fire Incidents		0	1	0
Total number of training hours on H&S		330	440	450
Number of training hours on H&S for employees		130	240	250
Number of induction training on H&S (for new employees, new contractors and visitors)		148	222	328
Number of contractor employees rejected for H&S violations		0	0	0
% of contractors trained on H&S procedures		75	84	88

Activities Undertaken as part of our responsibility towards ensuring safe employee-patient contact
• Pre employment vaccination
• Review of immunizations and updating employees on them
• Monitoring exposure to infectious diseases
• Proper disposal and sterilization of all tools used for diagnosis and treatment of patients
• Maintaining employee overall health records
• Activities, Pamphlets and brochures and books educating about personal and work hygiene

Our commitment to a healthy and safe workplace was extended to include our contractors and suppliers. During the reporting period, there were no cases reported regarding safety or security issues from our contractors.

Our Staff Safety at work Guidelines are communicated to our staff through Intranet, orientation and handy booklet. In terms of patient handling, employees are taught to take measures in order to prevent transmission of communicable diseases. It is worth mentioning that the vaccination program we offer to our staff is free of charge.

Needle stick injury – the number of needle stick injuries have decreased since 2011 with the introduction of butterfly needle, small sharp bins which can be carried to patients and continuous education of staff.

	2011	2012	2013
ZHS	10	15	6
ZHD	11	22	8

Incident Reports / Occurrence Variance Reporting:

We have a system of reporting incidents or occurrence variances by staff. Any process which is deviating from the policy or routine practice is reported as part of the OVRs. We follow a 'Just Culture' where we look at the processes, policies and systems and staff are not punished unless some gross negligence is found. With the help of this just culture, the number of reports received each year has been increasing consistently thus providing the hospital opportunities for improvement.

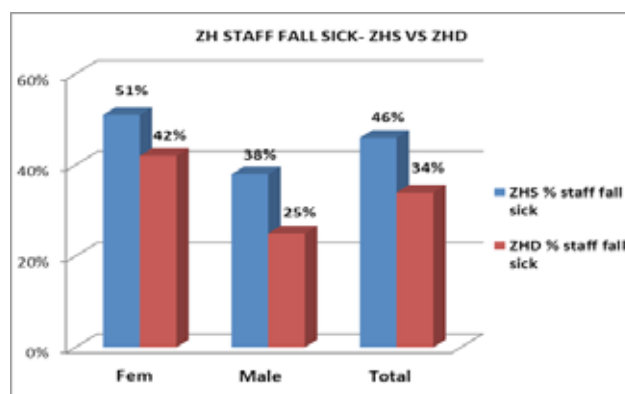
	2011	2012	2013
ZHS	135	130	150
ZHD	152	177	141

SICK LEAVE ANALYSIS (STAFF)

Total SL Analysis- Zulekha Hospital

Dubai- 2013				
Category	No. SL availed (days)	Emps Taken SL	Emps Strength	% staff fall sick ratio
Grand Total	1025.5	279	815	34%
Female	780.5	190	454	42%
Male	245	89	361	25%

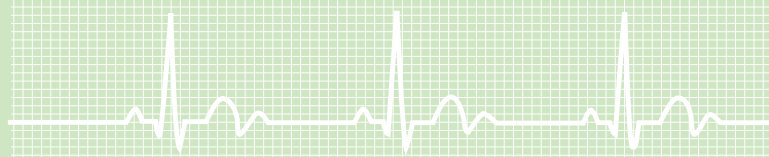
Total SL Analysis- Zulekha Hospital SHARJAH - 2013				
Grand Total	1192	313	687	46%
Female	796	203	396	51%
Male	396	110	291	38%



Mandatory staff vaccinations compliance -
TO BE FROM SIS SERENA.

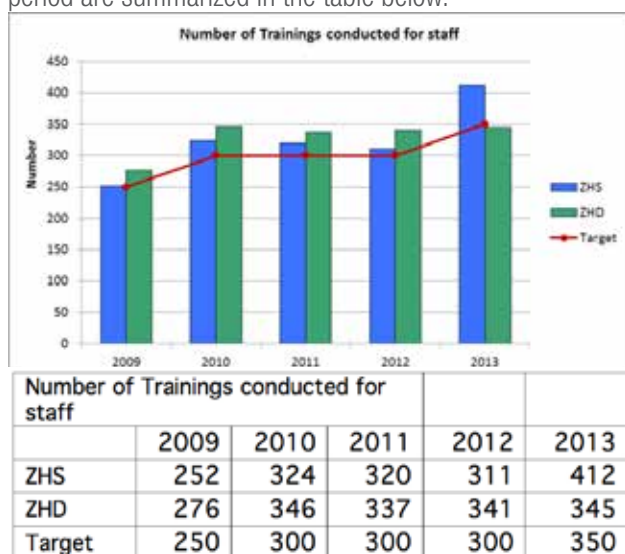
Training & development

G4 LA 9 - 11



On-Job –Training for Our Staff

We believe that Communication is the key to good patient service and have always placed great emphasis on effective communication skills. Therefore, we routinely conduct soft-skills training courses for our front line staff. Providing our employees with specific on-job-training will improve their performances and will positively reflect on our patient satisfaction and loyalty. Trainings conducted in the reporting period are summarized in the table below.



CLINICAL TRAINING ASPECTS

Emergency Life Support Management:

The provision of effective cardio-pulmonary resuscitation for victims in respiratory and / or cardio- respiratory arrest, including standardized training of healthcare workers can be an asset if considered as an operational priority within a healthcare facility. The individual healthcare staff's adequate assessment of the victim as well as their proficient performance of resuscitation has a wide range of implications with respect to patient care standards, risk management, clinical governance, etc. The healthcare facility has to ensure appropriate /regular training of healthcare workers according to national / international approved standards to be compatible to the required / expected level of competence.

Cardio-Pulmonary Resuscitation (CPR) includes cognitive knowledge & practical skills in the management of Basic Life Support (BLS), Advanced Life Support (ACLS) for adults and Pediatric Life Support (PALS) for paediatric victims as well as Neonatal Resuscitation (NRP) for neonates.

During the month of June 2012 the Dubai Health Authority (DHA) published guidelines on required Life Support Training for clinical healthcare workers in the Emirate. After reviewing the regulatory requirements, the ZH healthcare workers compliance to the requirements was assessed and found as only about 40 % compliant to BLS training. A minimal

percentage of medical & nursing staff assigned to critical areas (ER, ICU, OT Recovery) was trained in advanced life support (ACLS, PALS, NRP). At this stage centralized statistical training data records was inadequate and quality measures to assess the effectiveness / impact of current training on the quality of care of victims who are in need of CPR in the organization was not in place. A quality improvement team was formed to plan appropriate strategies to overcome the identified gap in the life support training & management. The Resuscitation committee with designated members was also re-implemented to oversee different aspects on mainly quality improvement of resuscitation in the organization. By September 2012 a full-time trainer dedicated to life support training was appointed to ensure compliance to the regulatory bodies' requirements.

Development of staff:

The quality of training sessions is regularly assessed with each training by training attendee. Retaining of cognitive & practical skills is regularly assessed through resuscitation scenario mock drill analysis appropriate to different categories of healthcare workers in the organization. On-the-spot in-service training is conducted when need is identified.

Updated policies regarding life support training process, staff compliance and equipment control as well as improved infection control measures regarding training equipment ensure satisfactory life support training management.

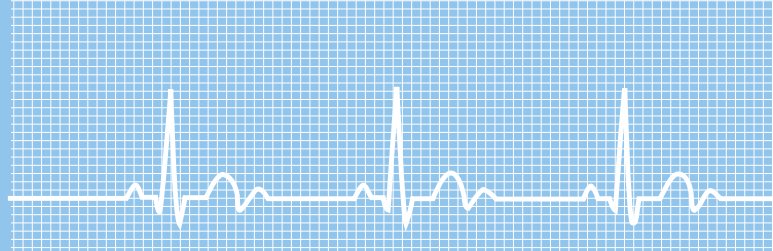
Impact of life support training on patient care:

The impact of the organization's healthcare workers training on patients / victims in need of resuscitation care is assessed through an in-depth analysis of actual patient resuscitation records. The analysis is based on the basic & advanced life support international standards as per American Heart Association (AHA) and American Academy of Paediatrics (AAP) guidelines. The implementation of an extensive resuscitation documentation record not only serves as a record of the resuscitation event but also as a guide for appropriate assessments & interventions during an actual patient / victim's cardio-pulmonary resuscitation.

Dedicated life support training section's impact on organization's stakeholders:

Financial benefit:

In-house training based on international (AHA / AAP) standards leads to significant saving in training cost for the organization. Financial benefit / saving for life support training are based on average outsourced training courses costs. Number of students is based on the average number of students per course over the period of 15 months (average of 6 students per course in 2012 & 7 students / course in 2013).



resuscitation event but also as a guide for appropriate assessments & interventions during an actual patient / victim's cardio-pulmonary resuscitation. Dedicated life support training section's impact on organization's stakeholders:

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BLS (500 AED / student)	69,000 AED (138 students)	140,000 AED (280 students)
NRP (800 AED / student)	38,400 AED (48 students)	263,200 AED (329 students)
ACLS (1,000 AED / student)	114,000 AED (114 students)	98,000 AED (98 students)
PALS (1,050 AED / student)	25,200 AED (24 students)	191,100 AED (280 students)
TOTAL COST SAVING:	246,600 AED	692,300 AED

Organization's employees & public benefit:

An updated training record is kept to ensure that all newly joined healthcare workers are trained in BLS within the 1st month of employment. Training in advanced life support courses follows in consecutive months after BLS completion. It also ensures timely management of healthcare workers training due for renewal within the 2 year validity period. Therefore; all healthcare workers is compliant to regulatory authorities' regulations.

Apart from being compliant to regulatory authority's regulations, healthcare workers are also updated with the practical implication of life support training through regular mock resuscitation drills. Therefore; it do not only benefit employees' personal / professional growth but has a positive impact on the outcome of patients / victims who need resuscitation. Trained healthcare workers have an advantage in respect of timely providing high quality of resuscitation; they are familiar with international standards which not only improve their confidence in managing a patient / victim during a resuscitation event but also lead to more effective resuscitation.

Well trained resuscitation providers' actions results in a definite higher in-hospital survival rate of patients / victims of cardiac arrest. Although the organization currently does not have an impact on out-of-hospital cardiac arrest survival rates, these victims has a significant better chance on survival if brought to the organization in time. Apart from higher survival rates, resulted from improvement of patient / cardiac arrest victim outcome, it also has a positive financial impact on patient's length of stay in hospital and can therefore lead to a cost saving for the patient / victim. This can also generate a positive financial effect on the organization through higher patient turnover rates.

Therefore; well-trained healthcare workers with proficient skills in resuscitation can impact the community as well as the organization in different aspects.

NUMBER OF TOTAL TEACHING HOURS PER DISCIPLINE					
Jan 2011 - August 2012: Adequate records not available from prior					
Train & Dev Manager joining.					
BLS	ACLS	PALS	NRP	ECG	YEAR TOTAL:2012
104	228	56	40	0	428 (Sept - Dec)
BLS	ACLS	PALS	NRP	ECG	YEAR TOTAL:2013
180	168	364	235	12	959 (Jan - Dec)

TRAINING RECORD -2011 - 2013						
Name of the Dept	TRAINING & DEVELOPMENT (LIFE SUPPORT TRAININGS)					
Month Wise	2013		2012		2011	
	No of Events	No of Attendees	No of Events	No of Attendees	No of Events	No of Attendees
TOTAL	134	945	46	278	0	0

Medical Education programmes

"Synapse" is the brand name for 'Continuous Medical Education' (CME) Programme of Zulekha Hospital. It is the first branded CME programme in UAE where Zulekha Hospital's medical professionals invite and convene Seminars by celebrated luminaries of the medical fraternity. Here we organize every aspect of the CME programme from Topic of Discussion to hospitality of Guest Speaker, Moderator and external doctors.

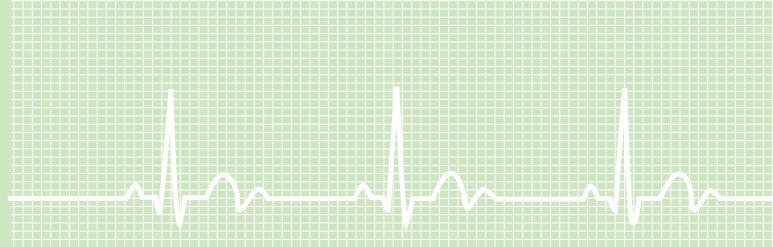
Doctors Trained through Synapse	
2011	1400
2012	2370
2013	2030

"Revelations" is the brand name for 'Internal Continuous Medical Education' (CME) Programme of Zulekha Hospital. It is positioned as an event where by Zulekha Hospital medical professionals make presentations, share and discuss on a clinical topic/ interesting case/ diagnosis with the internal hospital doctors.

Doctors Trained through Revelations	
2011	3340
2012	3960
2013	4400

ZERO Human rights Violation

G4-HR12-Zero-Human rights grievances in the last 2 years. It is of prime importance at Zulekha Hospitals to respect the basic human rights, and as per UAE law not to accept forced or compulsory labor and the use of child labor in activities, which are dangerous to the moral or physical well-being and development of the child. We advocate non-discrimination and encourage promoting gender equality.



Community engagement and development (G4-S01) Community projects for local community engagement, Our Goal by 2020 is to create a better future in which people can improve their quality of life also reducing environmental footprint.

Our opportunity to touch and improve lives comes with a responsibility to do so in a way that preserves the planet and improves the communities in which we live and work. We focus our sustainability efforts on improvements that matter, to make the most meaningful impact we can. Our focus areas of Care, Operations, and Social Responsibility, enabled by our employees and stakeholder partnerships.

Our strategy is to increase our social impacts by ensuring that our activities and services translate to bring out healthy lifestyle, balanced nutrition, good hygiene and a cleaner environment that we live in. We recognize this and so our plan is designed to achieve this. Partnership, Innovation and technology will be the key to achieve this. At ZH, we are committed to delivering services that make everyday life better for people across.

The Zulekha Hospitals Sustainable Growth Plan will result in FOUR significant outcomes by 2020

1. We will help touch over a Million people to improve their health and well-being.
2. Bring out positive change in the environment and community through green activities with partnership and Stakeholder engagement. We are committed to global warming prevention, resource conservation, and ecosystems preservation as the three pillars of our Environment vision. Our goal is to achieve a more sustainable society by promoting awareness through our engagement activities with our stake holders on ecology and look at innovative partnership ways to Conserve Resources, and Preservation of Ecosystems.
3. Continue to focus on our leadership in Continuing Medical education sessions. Continuing medical education (CME) is important for professional development, to improve doctors' clinical performance that ultimately influences the quality of life.
4. Make "Zulekha Reach" Initiative enhance the livelihoods of over a Million people in the community.

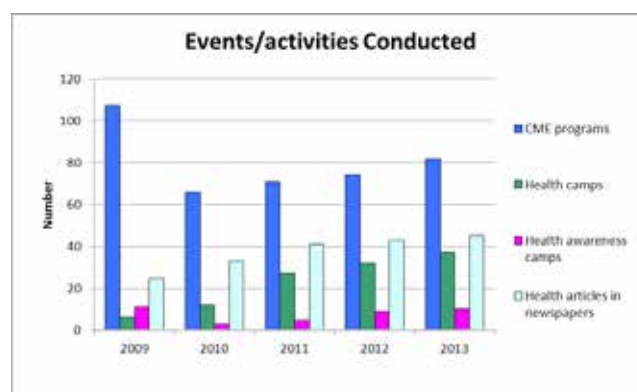
S02

We have NIL operations with any significant actual and potential negative impacts on local communities International Advocacy As a women-owned and women-managed business, Zulekha Hospital is committed to a gender inclusive workplace. Zulekha Hospital takes pride in creating an equal opportunity work environment that levels the playing field for women. Women constitute 58% of staff and the organization is consciously working to promote programs that increase female participation at all levels. In fact, 43% of all doctors at Zulekha Hospital are women.

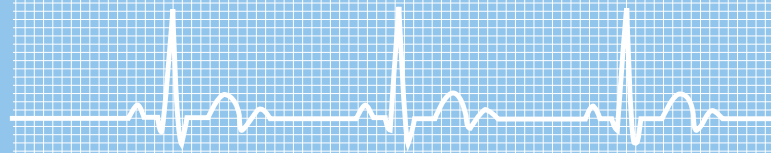
Zulekha Hospital is a signatory to the UN Women-to provision the Women's Empowerment Principles-Equality Means Business, produced and disseminated by the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) and the United Nations Global Compact. Zanubia Shams - CEO of Zulekha Hospital is one of the founding members representing Zulekha Hospital in the WINvest forum-Launched at the IMF/ World Bank Group Annual Meetings in Tokyo in October 2012, WINvest (Investing in Women is the World Bank Group's Global Partnership Initiative with the private sector to create win-win outcomes for business and development by improving working conditions and employment opportunities for women while increasing productivity in business performance.

The initiative brings together IFC clients and private sector partners with interest in substantiating the business case for improving working conditions and employment opportunities for women, investigating where and when investments in improved working conditions for women can result in higher firm productivity.

Events/activities conducted over the years	2008	2009	2010	2011	2012	2013
CME programs	84	107	66	71	74	82
Health camps	1	6	12	27	32	37
Health awareness camps	10	11	3	5	9	10
Health articles in newspapers	23	25	33	41	43	45



Zulekha Hospitals believes that a key element in managing impacts on people in local communities is assessment and planning in order to understand the actual and potential impacts, and strong engagement with local communities to understand their expectations and needs.



Activity Snap shots

- Total CSR Causes for 2013 - 124
- Health & wellness Campaign undertaken - 18
- Total Health Observance days undertaken - 26
- Radio and Television Shows Executed - 78
- ZH Reach - 12 Issues
- Zulekha Spirit - 4 Issues
- Inside Out Model - 25 Issues.
- External Publication and Pr Releases - 165



“Health Wellness Campaign at Al Bustan Centre & Residence”

Zulekha Healthcare Group through Zulekha Reach conducted Health Wellness Campaign for the Employees of Al Bustan Centre & Residence on 19th of May 2013 at their office in Dubai.



“Wellness Campaign at Barakat Juices”

Zulekha Healthcare Group through Zulekha Reach conducted Health Check-up for the Employees of Barakat on 8th and 9th of June 2013 at their offices in Dubai Industrial City Zone 2 and 4.



“Supporting the Walk for Autism 2013”

Zulekha Hospital through Zulekha Reach were the Wellness Partner of the Walk for Autism conducted by the Child intervention Medical Centre and The Dubai Health Authority on the 20th of April 2013 at Zabeel Park.



“Dental care for kids at Dubai Rehabilitation Centre”

Zulekha Hospital through Zulekha Reach on the occasion of World Dental Day conducted Dental Screening for the disabled children of Dubai Rehabilitation Centre. Zulekha Hospital was the only private hospital chosen to be part of this noble humanitarian cause.



“Health talk on Breast Cancer Awareness at Estee Lauder”

Zulekha Healthcare Group through Zulekha Reach and the 'Think Pink' Initiative conducted a health talk about 'Breast Cancer Awareness' by Dr. Pamela Munster at Estee Lauder Group of Companies at their DAFZA office on 9th of October.



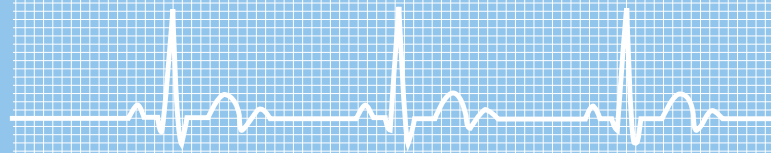
“Breast Cancer Awareness talk at General Electricals”

Zulekha Hospital through Zulekha Reach 'Think Pink' Initiative we conducted a Health Talk Session about 'Breast Cancer Awareness' by Dr. Hani Sbitany and Dr. Pamela Munster at General Electricals-GE Dubai on 6th of October 2013.



“Medical aid during Dubai Terry Fox Run 2013”

Zulekha Health Care Group through Zulekha Reach was the proud Wellness Partner for the 'Dubai Terry Fox Run - Marathon of Hope to out run Cancer' on Friday 19th April 2013 held at Dubai Festival City.



“ Partnering SEWA's Eco friendly campaign ”

Zulekha Healthcare Group through **Zulekha Reach** and as part of 'EFFORT', were the Official Health Partners for Sharjah Electricity and Water Authority's eco friendly campaign 'Save Electricity and Water' at Qasba, Sharjah from 24th Feb to 1st March 2013.



SITE ACTIVITIES

CLEAN UP

BMI Checks courtesy
of Zulekha Hospital

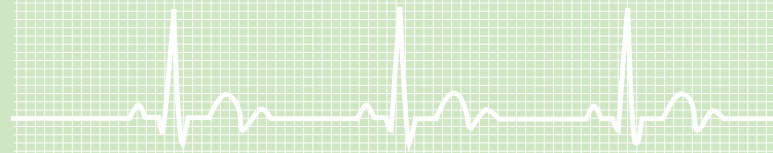
Free bottles of Persil liquid detergent
to People bringing in Plastic
(Containers & Bags) for Recycling
courtesy of Henkel

Collection of Recycling Waste at
Source and segregated before
being sent to landfill

Make your own Recycled Paper

to register, contact
Emirates Environmental Group (EEG)
Tel: 04-3448622, Fax 04-3448677,
email: eeeg@emirates.net.ae,
Website: www.eeg-uae.org,
Join us also at [facebook.com/eeeg.uae](https://www.facebook.com/eeeg.uae)





“Think Pink at Zulekha Hospital Sharjah”

Zulekha Healthcare Group through **Zulekha Reach** organized Think Pink in association with Joyalukkas at Zulekha Hospitals Dubai on 6th October and in Sharjah on the 7th of October.



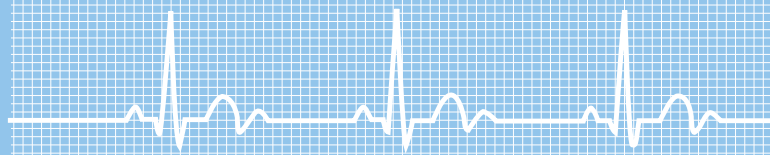
“Go Red for women wellness with Majid Al Futtaim”

Zulekha Hospital through **Zulekha Reach** offered Medical Services for Majid Al Futtaim's 'GO RED' Women International Campaign conducted under the patronage of DHA at Mall of the Emirates, City Centre outlets in Deira, Mirdiff and Sharjah from 24th May to 1st June 2013.



“Heart Care for families at Zulekha Hospitals”

Zulekha Healthcare Group through **Zulekha Reach** conducted 'My Heart. My Family.' campaign with Free Cholesterol, Blood Sugar & BMI check on 1st Sept. 2013 at Zulekha Hospitals Sharjah & Dubai.



Launch of Happy Mothers Campaign with Unilever



Signing of Absher agreement to welcome UAE nationals and have them privileged at Zulekha Hospitals.

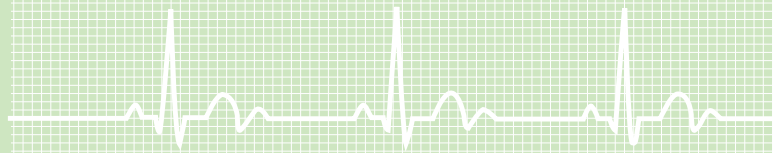


Ramadaan food distribution



Blood Donation events





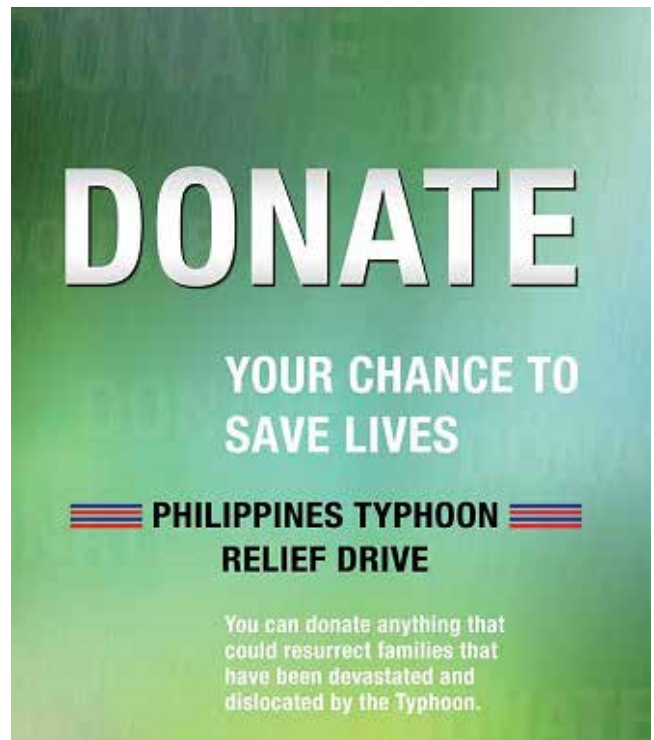
Brand Activation Exercises



42nd UAE National day

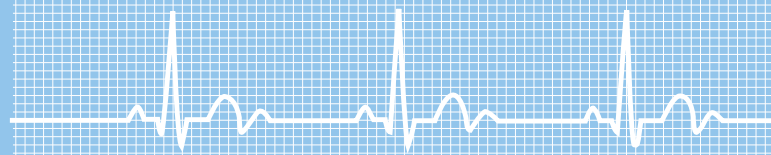


Charity Welfare Causes



Health Education Awareness for the Society in Association with Unilever





LIGHT HEARTED

Maybe terms like **CODE BLUE** needs to be educated



I was extremely busy in my Outpatient Pharmacy when I work. I was quickly calling patients as I was alone in the Pharmacy on night shift. It was completely full with people in the waiting room when an ambulance brings in a Code Blue - someone not breathing.

(Emergency Nurse suddenly rushed up to the pharmacy asking for injections. At the same time another patient's relative comes up...)

Relative: What's going on? Why have I called out my taken number? We've been waiting over an hour! Mr. Ma'am, we have a Code Blue critical patient and the nurse came in to collect some injections.

Relative: This is ridiculous! I'm waiting for 20 minutes

Mr. Ma'am, like I said, that patient is a Code Blue, so let me give the injection first to the nurse and then after this I'll call your taken immediately.

Relative: This is unacceptable. My son is in back pain you should give him first priority.

(At this point, she went to the reception and asked him to call the Nursing Supervisor)

Supervisor: Ma'am? Can I help you?

Relative: My son is in pain and doctor has prescribed pain gel for him and she (referring to me) attended this nurse first instead of my son.

Supervisor: Ma'am as this young lady has told you

several times, we have a Code Blue that needs our immediate attention right now.

Relative: What the hell does that mean?

Another Patient's Relative: It means that someone is dying. Your son's backache can wait! I've been rushed!

(The first relative looked absolutely ashamed of herself and quickly retreated. The other patients relative later went on to buy some candy for the staff as a gesture of thank you for working so hard.)

By: **Muhammad Waheed**
Pharmacist,
Zulekha Hospital Sharjah



Breath of Fresh Air

I was sitting in the waiting room of the hospital after my wife had gone into labor and the nurse walked out and said to the man sitting next to me, "Congratulations sir, you're the new father of twins!"

The man replied, "How about that, I work for the Doublemint Chewing Gum Company." The man then followed the nurse to his wife's room.

About an hour later, the same nurse entered the waiting room and announced that Mr. Smith's wife has just had triplets.

Mr. Smith stood up and said, "Well, how do you like that, I work for the 3M Company!"

The gentleman who was sitting opposite to me got up and started to leave. When I asked him why he was leaving, he remarked, "I think I need a breath of fresh air!" he continued, "I work for 7-Up."

By: **Muhammad Waheed**
Pharmacist,
Zulekha Hospital Sharjah

PQ Zulekha Spirit - Volume 12 August 2013

Zulekha Spirit

August 2013

Volume 12

The Voice of Zulekha Healthcare Group

A new, challenging journey...



Warm Greetings! At this juncture I'm reminded of this familiar phrase, "The journey of a thousand miles begins with a single step" and we have taken that quintessential step which promises to set our journey through an exciting path of comprehensive care. The new hospital building has begun its functional role in the

third quarter and a sense of achievement seems to be influencing everyone involved in the process. Instead of creating a sensation around the operational launch of the new hospital building we wish to see the pleasant surprise experienced by our patients. The final frontier at our Sharjah hospital was space and it has been conquered with the Hospital Build Award that vindicates the sustainability and foresight taken into consideration while creating the new wing. As we begin this exciting journey, let us pledge to stay true to the values that were ingrained by Dr. Zulekha Daud. Let us exceed expectations and win true appreciation.

Best wishes,

Tahir Shams

President,

Zulekha Healthcare Group



From the Editor

'With this edition we share our pride in reaching further in the Healthcare skyline of Sharjah amidst as a state-of-the-art tall-standing tertiary care Hospital. This remarkable journey of growth has been acknowledged continuously by showers of awards and recognitions within UAE as well as internationally. Our Founder Dr. Zulekha Daud's vision of providing most comprehensive healthcare is realized by continuous additions of new services, monitored and guided by quality protocols.

Our reach in the community by means of various CSR activities, and active concerns addressed for environmental safety is well acknowledged. The Clinical Research programme with just under two years of activity has already accomplished 24 studies till date. We are recipients of Best Sustainable Hospital Award in the Middle East. The competent team and inspiring leadership has made us reach enviable heights.

Let us dedicate our accolades to all the valued human resources associated with this illustrious journey."

Dr. Chandrasekhar Jadhav
Group Director, Zulekha Hospital Sharjah

New Zulekha Hospital in Sharjah Adjudged Best Sustainable Hospital by Hospital Build (Middle East)



The new extension building of Zulekha Hospital in Sharjah won the Best Sustainable Hospital Project Award at the Hospital Build & Infrastructure Middle East Exhibition & Congress in June 2013 at the Dubai International Convention and Exhibition Centre, Dubai, UAE. The Hospital Build & Infrastructure Awards seek to recognize exceptional healthcare projects developed in the Middle East.

It's the latest accolade for Zulekha Healthcare Group's continued commitment under the able guidance of Dr. Zulekha Daud, CEO of Zulekha Healthcare Group.

You will find...	
Hospital Build Award ..	1 & 2
Top Indian Leader Award - Forbes	2
Medical World	3
Events & Sports	4,5
Story & Motivation	6 & 7
Fun Zone	8

Zulekha Hospitals News letters

Volume 3 | Issue 12

December 2013

Is your OBESITY WEIGHING YOU DOWN?

Clinical Management & Weight Reduction Surgery

What is Obesity?
Obesity is an accumulation of excessive body fat to the extent that it harms the health over time. It has become a growing public health challenge. It is a major cause of different serious chronic conditions such as hypertension, Type 2 Diabetes Mellitus and metabolic diseases.

Most common reasons for Obesity
Multiple factors are involved in obesity development such as genetic, metabolic, specific health conditions, and unhealthy lifestyle.

Treating Obesity: Diet and exercise are the first treatment methods however they require a person's determination and willingness to maintain the new body weight.

Clinical Treatments: Adjustable gastric band, sleeve gastrectomy, and gastric bypass are the three types of bariatric surgery promising to reduce 30-50%, 35-60% and 60-80% of the total body weight respectively. It provides a higher quality of life. It is best likely for a person to gain back the body weight in the near future. In addition, patients with chronic conditions experience a great improvement in health, especially those who have high lipid profile, Type 2 Diabetes Mellitus, arthritis, and shortage of breath.

OBESITY CLINIC WITH BARIATRIC SURGERY.

Our Commitment to make Zulekha Hospital the Best

Department of Endocrinology - Zulekha Hospital Dubai

This department provides full facilities for the investigation and treatment of endocrine problems in adult, pediatric and adolescent patients. Evaluation and management of diabetes mellitus, short stature, growth related problems, other hormonal dysfunction, obesity and infertility. Hormone assays by chemiluminescence and immunoradiometry, selective endocrine venous catheter sampling for precise localization of endocrine neoplasms.

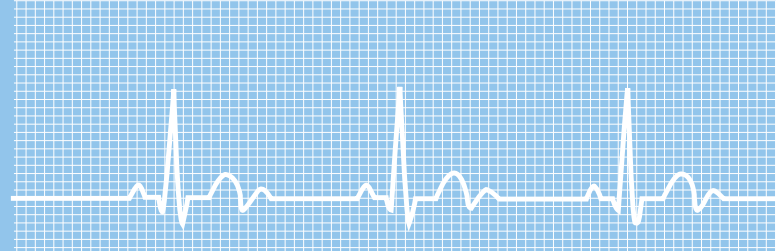
Services Offered

- Evaluation and management of all hormonal problems
- Hormone assays by chemiluminescence and immunoradiometry
- Selective endocrine venous catheter sampling for precise localization of endocrine neoplasms.

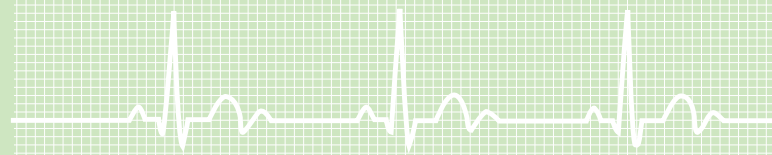
OUR TEAM MATTERS
Raising ourselves makes comprehensive better

CSR & Health Campaigns

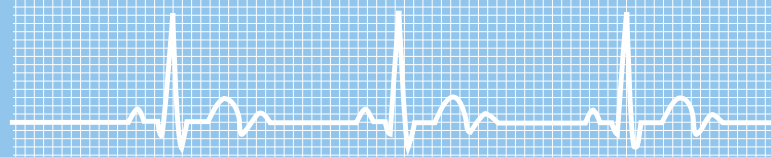
CSR & Health Campaign- 2013			
-	<u>Medical Camps</u>	<u>Date</u>	<u>Activity</u>
1	Health Campaign at Sharjah Islamic Bank	30th and 31st Jan	Sugar , BMI , Cholesterol Test, Cardiology Health Talks
2	Dubai Care walk for Education	8th Feb	Walk for Education and wellness
3	Health Wellness Campaign at Bohra Community Mosque	8th Feb	Sugar , BMI , Cholesterol Test
4	Health Talk by Madam Nafeesa at Alec	15 th Feb	Awareness talk and BMI Check
5	Celebrity Cricket League	26-Feb	Medical Service Providers
6	Enviroinmental Friendly Campaign at Sewa	24th Feb to 1st <u>of March</u>	Sugar , BMI , Cholesterol Test
7	Dubai rehabilitation Centre world Dental Day	7th March	World Dental Day
8	Health Wellness Campaign at Gulf Petro chem	20th of March	<u>Sugar</u> , BMI , Cholesterol Test
9	Earth Hour	23rd March	Awareness Message
10	Pediatric Activity at Sharjah and Dubai	20th - 27th March	Clown show
11	Health Wellness Campaign at GAC Dubai and Sharjah	27th March	<u>Sugar</u> , BMI , Cholesterol Test
12	Anti smoking Initiative at Air Arabia	2nd April	Anti Smoking campaign
13	Holy Beach party	5th April	BMI Check
14	world health day	7th April	<u>Sugar</u> , BMI , Cholesterol Test



15	Ekal Cricket Camp	12th April	Sugar, BMI, Cholesterol Test
16	Terry Fox Run	15th April	BMI wellness Check
17	walk for Autism	20th April	BMI wellness Check
18	Wellness Talk at Rosy Blue By Dr Chidananada	8th of May	Health Talk
19	Know Your Numbers Campaign at Axa Insurance	11 and 12th May 2013	Sugar, BMI, Cholesterol Test
20	Health Wellness Campaign at Al Bustan Centre	19th of May	Sugar, BMI, Cholesterol Test
21	T 20 Cricket stars Tournament Dubai	25th april to 24th of May	Bml Check
22	Go Red for women Campaign with MAF	24th- 25th <u>May</u> ,1st and 2nd June	Sugar, BMI, Cholesterol Test
23	Health talk by Dr.Anil Ramachandran at Eros	18th Of June	Sugar, BMI, Cholesterol Test
24	Health Campaign at Dubai Customs	19th Of June	Sugar, BMI, Cholesterol <u>Test</u>
25	Health talk at Aries Marine Engineering	19th Of June	Sugar, BMI, Cholesterol Test
26	Health Wellness Campaign at EROS	25th June	Sugar, BMI, Cholesterol Test
27	Health talk by Dr.Subhi Khan at Eros on Breast Cancer Awareness	30th Of June	Health Talk
28	Health Campaign for Ansar Mall	1st Of July	Sugar, BMI, Cholesterol Test
29	Health Campaign for Dubai Metro	4th Of July	Sugar, BMI, Cholesterol Test
30	Blood donation Camp at Zh Dubai	19th of August	Blood Donation
31	Health Awareness talk by Dr Chetan Prakash at J Ray	2nd Of September	Health Talk



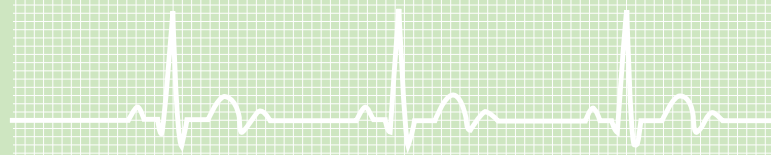
32	Heart Campaign at Zulekha Hospitals	every Friday of September - Total of 4	Sugar, BMI, Cholesterol Test
33	Healthy Heart talk by Dr Rajan at GE	17th of Sept	Health Awareness talk
	Healthy Heart talk by Dr Rupesh at Petrofac and Health Wellness Initiative	26th of September	Health Talk and Wellness Initiative
34	Heart Campaign at Bohra Community Mosque	27th of Sep	Sugar , BMI , Cholesterol Test
35	Heart Campaign at Gulf News	23, 24, 29 and 30th Sept	Sugar , BMI , Cholesterol Test
36	Think Pink Launch Dubai	October 6th	Awareness talk
37	Breast Cancer Awareness talk at GE by Dr Hani and Dr Pam	October 6th	Awareness talk
38	Think Pink Launch sharjah	October 7th	Awareness talk
39	Breast Cancer Awareness talk at St Mary Church by Dr Hani and Dr Pam	October 10th	Awareness talk
40	Breast Cancer Awareness talk at Estee Lauder by Dr Hani and Dr Pam	October 10th	Awareness talk
41	Breast Cancer Awareness talk at sharjah Islamic Bank by Dr Hani and Dr Pam	October 12th	Awareness talk
42	Health talk by Madam Nafeesa Ahmed for Fanar Al Khaleej Trading.	October 13th	Awareness talk
43	Breast Cancer Awareness talk at First Gulf Bank	October 22nd	Awareness talk
44	Breast Cancer Awareness talk at Al Salaam Private School	October 23rd	Awareness talk
45	Breast Cancer Awareness talk at Commercial Bank of	October 24th	Awareness talk



	Dubai		
46	Breast Cancer Awareness talk at Millenium School	October 28th	Awareness talk
47	Breast Cancer Awareness talk at DU	October 30th	Awareness talk
48	Breast Cancer Awareness talk at Westminster School	Nov 3rd	Awareness talk
49	Beat Diabetes Initiative at GE	14th Nov	Sugar, BMI, Cholesterol Test
50	Anti Tobacco Workshop @ GE -Dr. Sherif Mohamed Fekry	20th Nov	Awareness talk
51	Handwashing and Dental campaign Unilever	April till Sept	Hand Washing and Dental Hygiene

Monetary value of significant fines for noncompliance with laws and regulations concerning the provision and use of products and services, / <i>Environmental and governmental laws and regulations</i>			
	2011	2012	2013
Total of Monetary Value of fines (AED)	9410 AED	3960 AED	2900 AED

Fines due to COMMUNICATIONS, INCLUDING ADVERTISING, PROMOTION, AND SPONSORSHIP - NIL



Health Campaign

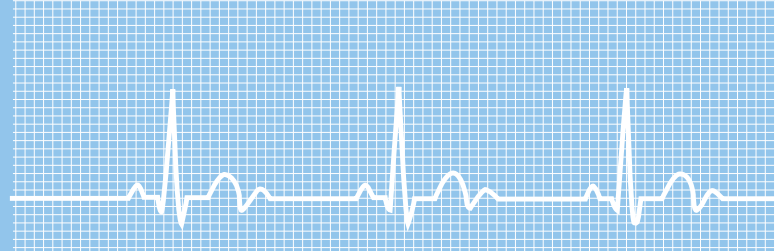
	<u>In side & Out side Campaigns</u>	<u>Months</u>	<u>Campaign Type</u>
1	Environment friendly Campaign with Sewa	February	External
2	Anti Smoking Campaign	February	<u>External and Internal</u>
3	Neurology Campaign	March and April	<u>External and Internal</u>
4	Migraine Campaign	March	Internal
5	Asthma Campaign	April	Internal
6	Cataract Campaign	April and May	<u>External and Internal</u>
7	Hernia Campaign	May and June	<u>External and Internal</u>
8	Kidney Care <u>Campaign</u>	July	External and Internal
9	Loose More and Gain More	August	Internal
10	Ramadan charity Initiative	August	<u>External and Internal</u>
11	My Heart My Family Campaign	September	<u>External and Internal</u>
12	Bedwetting Campaign	September	External and Internal
13	Happy Mothers Campaign	September	Internal
14	Thin Pink Campaign	October	External and Internal
15	Obesity Campaign	October and November	External
16	Hand washing Campaign	October	External and Internal
17	Osteoporosis Campaign	October	External and Internal
18	Clean Up UAE Campaign with EEG	December	External and Internal

G4- S02-ops with significant –ve impact on community

Zero – negative impact activities were conducted or recorded during the reporting period

Monetary value of fines for noncompliance with laws and regulation (G4 – EN 27 PR7 & S08)

The management at Zulekha Hospitals ensures that operations conform to certain performance parameters of laws and regulation, the ensuring of compliance helps us to reduce financial risks that may occur through fines or impacts on brand reputation.



In 2005, the Zulekha group Management decided to embark on the journey of accreditation to provide quality and safe services to the patients. Through the process of accreditation, we wanted to achieve the standardization of our processes and systems, improve patients' trust that the organization is concerned for patient safety and the quality of care, provide a safe and efficient work environment, listen to patients and their families, respect their rights, and involve them in the care process as partners and create a culture that is open to learning from the timely reporting of adverse events and safety concerns. Joint Commission International (JCI) which accredits the highest number of hospitals each year and chosen by Dubai Health Authority (DHA), was our obvious choice. The strategy used was simple, we wanted to do it ourselves without the help of any consultants, we wanted to build the culture of quality within the organization even if it takes time, and we were willing to wait. This is when we started a dedicated quality department and gathered few clinicians into this process. We developed quality systems and successfully achieved JCI accreditation for our two hospitals in 2007 and reaccredited in 2010 and 2014. With this, we improved our patient satisfaction scores, decreased the number of patient falls and medication errors, encouraging reporting of incidents / errors streamlined our processes related to admission, referrals, discharge, medication management etc.

Subsequently, we implemented European Foundation for Quality Management (EFQM) Excellence Model and got accredited for Dubai Quality Appreciation Award and Dubai Quality Award by Dubai Economic Development Department. This helped us looking at the organization holistically, measure and improve many of our processes and improve not only the patient's satisfaction but also all other stakeholders as well. To improve our laboratory services and help our doctors in the diagnosis of patients, we implemented College of American Pathologists Accreditation (CAP) and achieved CAP accreditation in 2012 and reaccreditation in 2014. The confidence of our doctors on the lab reports has increased many folds with this accreditation.

We are always on the lookout for best practices and have adopted many best practices of neighboring hospitals in UAE and also shared our practices. Patients have always been our priority and we vouch for their safety and satisfaction at

Zulekha Hospitals.

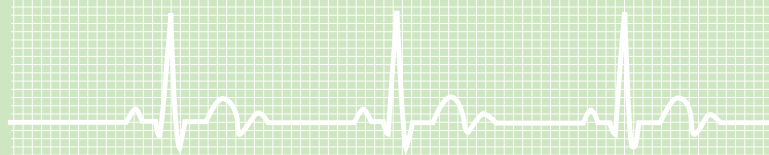
We understand towards perfection there is a scope for improvement in each activity we do and hence with the help of these accreditations, we are trying to inch closer to being the best and provide our patients a seamless continuum of care which is safe and effective.

QUALITY

We strive to provide care that is evidence-based, scientifically sound and reflects the best information available. The integration of evidence-based practices into the care we provide is reflected in our performance on key quality indicators, known as "KPI". These measures reflect processes of care that have been demonstrated to reduce patient risk of increased illness or death.

In 2013, we:

- Increased performance in terms of our patient volumes increased by 15% - inpatients and 20% outpatients
- Improved performance on hand hygiene by 5% by all staff including doctors
- Zulekha hospitals has reported about 99% of the infectious diseases as required by health authority showing compliance to regulatory guidelines
- We have had no sentinel event which testifies our safe practices and environment of the hospital
- We discharged about 85% of our patients within 3 hours of writing discharge orders, thus allowing patients to leave quickly and ensure that patients waiting for treatment are being taken of
- Our average door to balloon time for Angioplasties has been 78.3 minutes against the benchmark of 90 minutes, shows our quick care to patients in need.
- Thanks to our fall prevention program, the number of patients' falls decreased from 25 to 9 in the year 2013 with no injuries.



Some key Clinical Quality Indicator Trends

	2011	2012	2013
ZHS	0	0	0
ZHD	0	0	0
Target	27.6	27.6	27.6

Catheter Associated Infections

	2011	2012	2013
ZHS	0	13.5	0
ZHD	0	0	0
Target	27.6	27.6	27.6

Needle Stick Injuries

	2011	2012	2013
ZHS	10	15	6
ZHD	11	22	8

Surgical Site Infections

	2011	2012	2013
ZHS	3.51	1.25	1.72
ZHD	3.93	4.75	0
Target	24	24	24

Hand Hygiene Compliance

	2011	2012	2013
ZHS Nurses	92.5	93.6	95.4
ZHS Doctors	82	84	86
ZHD Nurses	93.8	94.1	94.9
ZHD Doctors	85	88	90

Number of Patient Identification Errors

	2011	2012	2013
ZHS	9	7	10
ZHD	15	13	10

Number of Patient Falls

	2011	2012	2013
ZHS	10	11	4
ZHD	15	7	5

Cross match to transfusion ratio

	2011	2012	2013
ZHS	1.48	1.622	1.98
ZHD	1.5	1.4775	1.41
Target	2	2	2

STAT Samples turn around time - Laboratory

	2011	2012	2013
ZHS OP	71	76.2	76
ZHS IP	70	74.8	75
ZHD OP	71	75	76
ZHD IP	69	77.1	77

Communication of Critical values

	2011	2012	2013
ZHS IP	95.1	97.4	97.5
ZHS OP	92	93	95.5
ZHD IP	95	96.7	98.4
ZHD OP	92	92	93.4

Mortality Rate

	2011	2012	2013
ZHS	0.01	0.05	0.07
ZHD	0.14	0.1	0.11

LSCS Percentage

	2011	2012	2013
ZHS	41.264983	44.5	42.4
ZHD	48.460886	51.2	46.4

Average downtime of Biomedical equipments (in hrs)

	2011	2012	2013
ZHS	33.56	37.04	39.33
ZHD	51.4	53.2	58.17
Target	60	60	60

ALOS

	2011	2012	2013
ZHS	1.87	1.91	1.91
ZHD	1.99	2.1	2.03

Percentage discharges within TAT (4 days till 2012 and 3 days thereafter)

	2011	2012	2013
ZHS Self Pay	95	100	78
ZHS Insurance	92	98	74
ZHD Self Pay	96	99	81
ZHD Insurance	93	98	75

Call centre Service Level

	2011	2012	2013
Day	77.7	83.6	87
Night	81.2	81.5	82

Compliance to Notification of Diseases to MOH & DHA

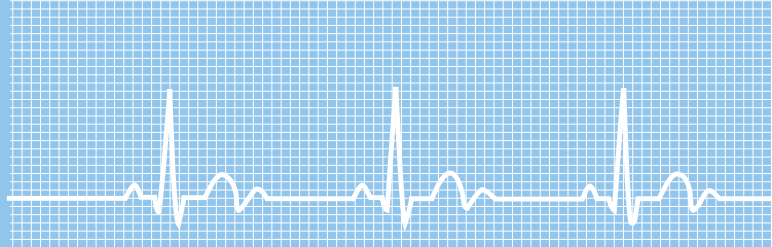
	2011	2012	2013
ZHS	98	99	98.5
ZHD	98.8	100	99

Incident Reports

	2011	2012	2013
ZHS	221	231	259
ZHD	234	226	251

Door To Balloon Time

	2011	2012	2013
ZHD	70.33	74.7	78.3



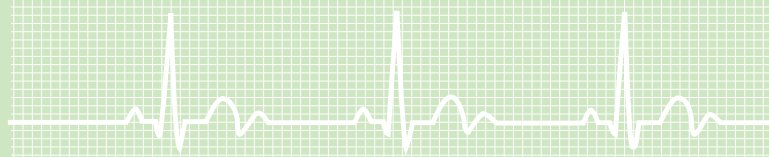
QUALITY OF FACILITIES AND EQUIPMENT

- The Group strives to provide the best healthcare facilities and technology available in UAE . Our maintenance systems are risk orientated, & aimed at patient safety. The planned maintenance schedules and related procedures are constantly being evaluated to ensure that patient safety is vital. The Group's buildings, plant and equipment have to be maximised through reliable technical up gradation to ensure a safe and user-friendly environment for staff and patients. With this in mind, the Group continuously invest in capital projects and new equipment to expand and revamp its facilities and as well as on the repair and maintenance of facility and equipment.
- Comprehensive facility management and equipment maintenance programmes are adhered to, while performance audits are conducted regularly to measure matters such as set performance and equipment breakdown monitoring of high-risk equipment installed in critical areas.

SERVICE

- Every employee plays a role in shaping a patient's experience, which goes beyond good customer service during their hospital stay. From first contact, we strive to ensure that each patient is treated with dignity and respect, feel valued and are kept informed about his/her care. Our patient experience strategy focuses on supporting each hospital and outpatient center in its efforts to improve its culture of service through sharing best practices, providing training and analyzing patient satisfaction survey results. Our employees use service standards to build relationships with patients that help achieve better outcomes for all patients served.
- Our Scorecard measures performance on patient satisfaction. We monitor our progress towards providing a superior patient experience using feedback from ongoing patient satisfaction surveys. Based on the results, we identify areas of opportunity at each hospital and clinics and develop action plans and accountability tools necessary to sustain positive results. Also employee satisfaction survey, which is conducted annually at each of our hospitals we gather feedback from employees in areas such as administration, clinical and non-clinical staff, operational efficiency, community relations and quality of patient care.

PRODUCT RESPONSIBILITY, PATIENTS G4-PR 1-4



All the hospitals product and service categories (100%) which have health and safety impacts are assessed for continuous improvement.

This is evident by the various mandatory and regulatory certifications that we have received through international accreditation bodies like Joint commission international (JCI), College of American Pathologist (CAP), ISO, Dubai Quality Award (DQA), Best Sustainable award by Hospital Build. Also we are bound by regulatory authorities like Dubai Health Authority (DHA) and Ministry of Health (MOH), Dubai and Sharjah Municipality, Ministry of Labour, Naturalization and Economics.

The hospital has clear guidelines to source components and products that abide by the regulatory laws and do not compromise with any impact on environment and society.

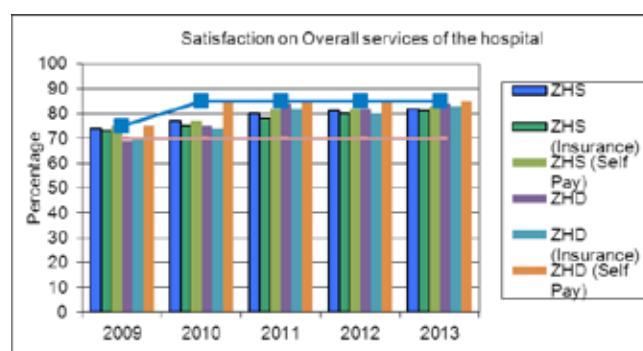
As a proactive measure we have decided to phase out all mercury BP instruments and go for aneroid BP instruments so that we do not have mercury spillage.

All medical and non-medical waste products are strictly discarded through government authorized outsourced agencies.

- The well-being of our patients forms the cornerstone of the Group's business; hence its core purpose is to enhance the quality of life 'of patients by providing comprehensive high quality hospital services in such a way that the Group will be regarded as the most respected and trusted provider of hospital services by, among others, our patients.
- The Group is committed to delivering excellent healthcare focusing on the needs and satisfaction levels of its patients and to communicating with its patients through various media. The Group therefore continuously measures patient satisfaction through ongoing satisfaction surveys to identify potential focus areas for improvement in order to ensure the continuous delivery of a quality service at the Group's hospitals.
- The activities are designed to educate, inform and make the patients' interaction with the group's facilities as easy and seamless as possible. The Hospital produces a variety of patient education literature, which is available in public areas at all hospitals and clinics; it offers a variety of patient education seminars and group meetings, it sends updates on new doctors to registered patients by email and SMS,

and gives patients the option of requesting their appointments online.

- This included various editorial articles and interviews, magazine and newspaper advertisements, radio advertising, digital advertising and advertising on billboards throughout Dubai and sharjah.
- Social media was also adopted as a key communication platform for patients and prospective patients. During the year, the Zulekha Hospitals Facebook pages have seen significant growth in followers.



Responsible marketing, branding and

communications G4-PR6, PR7

Federal laws prohibit making false, fictitious or fraudulent statements or representations, as well as using misleading or deceptive advertising. All services and products are regulated, governed and in accordance with Health Ministry and governance. We do not sell banned products and services.

Zulekha Hospital's advertising, marketing and promotional communications produced by or on behalf of the company or its subsidiaries are subject to our internal compliance review process, applied to the Ministry of health for permission to advertise and only released upon upholding healthy way of promoting our brand.

Approximately 95% of Doctors working at Zulekha Hospitals are directly hired by Zulekha Hospitals while the remaining 5% are Visiting Doctors who either have admission rights at the group's hospitals or who have outpatient clinics in the facilities. For doctors employed by the group we run monthly meetings to address current issues and concerns. The Quality Director chairs a monthly Clinical Forum meeting, which is attended by the group's hospital directors, nursing directors, group clinic managers and respective medical heads to discuss all clinically related issues in the group.

Zulekha Hospitals has a Network Marketing division, which is responsible for establishing and building relationships with the visiting doctors. The marketing department oversees orientation programmes for the visiting doctors and assists them with the licensing process, medical malpractice insurance, facilitates insurance approvals for their patients and also collects fees if necessary. It also acts as the link between a Community based doctor and the facility when an outside referral is made. This ensures that an appointment can be made smoothly and swiftly.

Some marketing activities and hospital information training are also provided to visiting doctors with clinics at the group's facilities. The Marketing team also organizes seminars for Continuous Medical Education ("CME") for respective hospitals and clinics. These CME sessions offer doctors the

chance to earn educational and license accreditation points which are required for licensing purposes.

There have been no incidents of non-compliance with regulations or voluntary codes concerning marketing communications during the reporting period.

Patient privacy and security (G4-PR8)

We have diligently worked to comply with all federal and regulatory statutes regarding patient information privacy including creating a process for reporting complaints without fear of retaliation.

Information security officers are responsible for implementing and monitoring compliance with our information privacy and security policies and procedures.

We have also created an internal web-based information privacy and security training program, which is mandatory for all employees, and periodic reminders are disseminated to staff of their obligation to safeguard patient information.

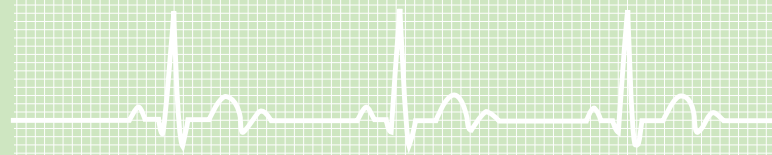
All complaints, allegations and security incidents regarding a breach of patient privacy or loss of patient data are thoroughly investigated to determine whether the complaint, allegation or incident is substantiated. If we determine a breach has occurred, we promptly complete the required notifications to the patient and the government and develop corrective action plans to mitigate future risk. Disciplinary action, when appropriate, could include counseling, re-training, suspension or termination.

For the reporting period there was Zero substantiated complaint regarding breach of customer privacy and loss of customer data.

Monetary value of fines for noncompliance with laws and regulation (G4 – PR 9)

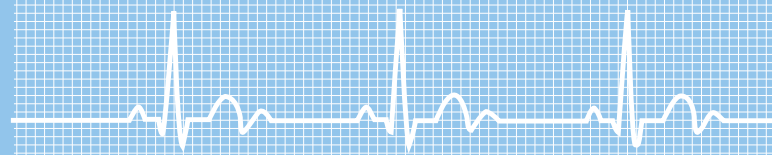
The management at Zulekha Hospitals ensures that operations conform to certain performance parameters of laws and regulation, the ensuring of compliance helps us to reduce financial risks that may occur through fines or impacts on brand reputation.

Monetary value of significant fines for noncompliance with laws and regulations concerning the provision and use of products and services.				
	2011	2012	2013	
Total of Monetary Value of fines (AED)	0	0	0	



GRI Index

GRI indicator	Chapter
G4-1	0. Preface
G4-3	1.1 General overview
G4-4	1.1 General overview
G4-5	1.1 General overview
G4-6	1.1 General overview
G4-7	1.1 General overview
G4-8	1.1 General overview
G4-9	1.1 General overview
G4-10	4.1 Staff composition
G4-11	4.1 Staff composition
G4-12	5.3 Suppliers
G4-13	1.1 General overview
G4-14	1.1.3 Corporate Responsibility strategy
G4-15	1.1 General overview
G4-16	1.1 General overview
G4-17	2.3 Materiality aspects
G4-18	2.3 Materiality aspects
G4-19	2.3 Materiality aspects
G4-20	2.3 Materiality aspects
G4-21	2.3 Materiality aspects
G4-22	2.3 Materiality aspects
G4-23	2.3 Materiality aspects
G4-24	2.2 Our stakeholders
G4-25	2.2 Our stakeholders
G4-26	2.2 Our stakeholders
G4-27	2.2 Our stakeholders
G4-28	2.1 General overview
G4-29	2.1 General overview
G4-30	2.1 General overview
G4-31	2.1 General overview
G4-32	2.1 General overview
G4-33	2.1 General overview
G4-34	1.1.1 Corporate Governance
G4-56	3.3.1 Ethical conduct



GRI Index

Aspect	GRI indicator	Chapter
Economic performance	EC-1	1.1.2 Financial performance and accountability
	EC-2	1.1.2 Financial performance and accountability
	EC-4	1.1.2 Financial performance and accountability
Compliance	PR-9	1.1.2 Financial performance and accountability
Customer health & safety	PR-1	3.2 Health and safety
	PR-2	3.2 Health and safety
Customer privacy	PR-8	3.3.2 Patient privacy and security
Product & service labelling	PR-3	3.4 Product & service labeling
	PR-4	3.4 Product & service labeling
	PR-5	3.4 Product & service labeling
Market presence	EC-5	4.1 Staff composition
	EC-6	4.1 Staff composition
Employment	LA-1	4.1 Staff composition
Diversity & equal opportunity	LA-12	4.1 Staff composition
Training and education	LA-9	4.2 Training & development
	LA-11	4.2 Training & development
Labor practices & grievance mechanism	LA-16	4.2 Training & development
Occupational health & safety	LA-5	4.3 Health & safety
	LA-6	4.3 Health & safety
	LA-7	4.3 Health & safety
	LA-8	4.3 Health & safety
Compliance	SO-8	4.3 Health & safety
Energy	EN-3	5.1 Energy, water & emissions
Water	EN-8	5.1 Energy, water & emissions
	EN-9	5.1 Energy, water & emissions
	EN-10	5.1 Energy, water & emissions
Emissions	EN-15	5.1 Energy, water & emissions
	EN-16	5.1 Energy, water & emissions
	EN-20	5.1 Energy, water & emissions
Transport	EN-30	5.1 Energy, water & emissions
Materials	EN-1	5.2 Waste / Consumption of material
	EN-2	5.2 Waste / Consumption of material
Effluents and waste	EN-22	5.2 Waste / Consumption of material
	EN-23	5.2 Waste / Consumption of material
	EN-24	5.2 Waste / Consumption of material
	EN-25	5.2 Waste / Consumption of material
Procurement practices	EC-9	5.3 Suppliers
Supplier env. assessment	EN-32	5.3 Suppliers
	EN-33	5.3 Suppliers
Supplier assessment for labor practices	LA-14	5.3 Suppliers

GRI Index

Aspect	GRI indicator	Chapter
	LA-15	5.3 Suppliers
Supplier assessment for impacts on society	SO-9	5.3 Suppliers
	SO-10	5.3 Suppliers
Anti-corruption	SO-3	5.3 Suppliers
	SO-4	5.3 Suppliers
	SO-5	5.3 Suppliers
Local communities	SO-1	6.1 Community projects
	SO-2	6.1 Community projects
Marketing communications	PR-6	6.2 Responsible marketing, branding and communications
	PR-7	6.2 Responsible marketing, branding and communications

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