PURESEALTH

LONGEVITY OF THE PLANET

2024

SUSTAINABILITY AND SOCIAL IMPACT REPORT

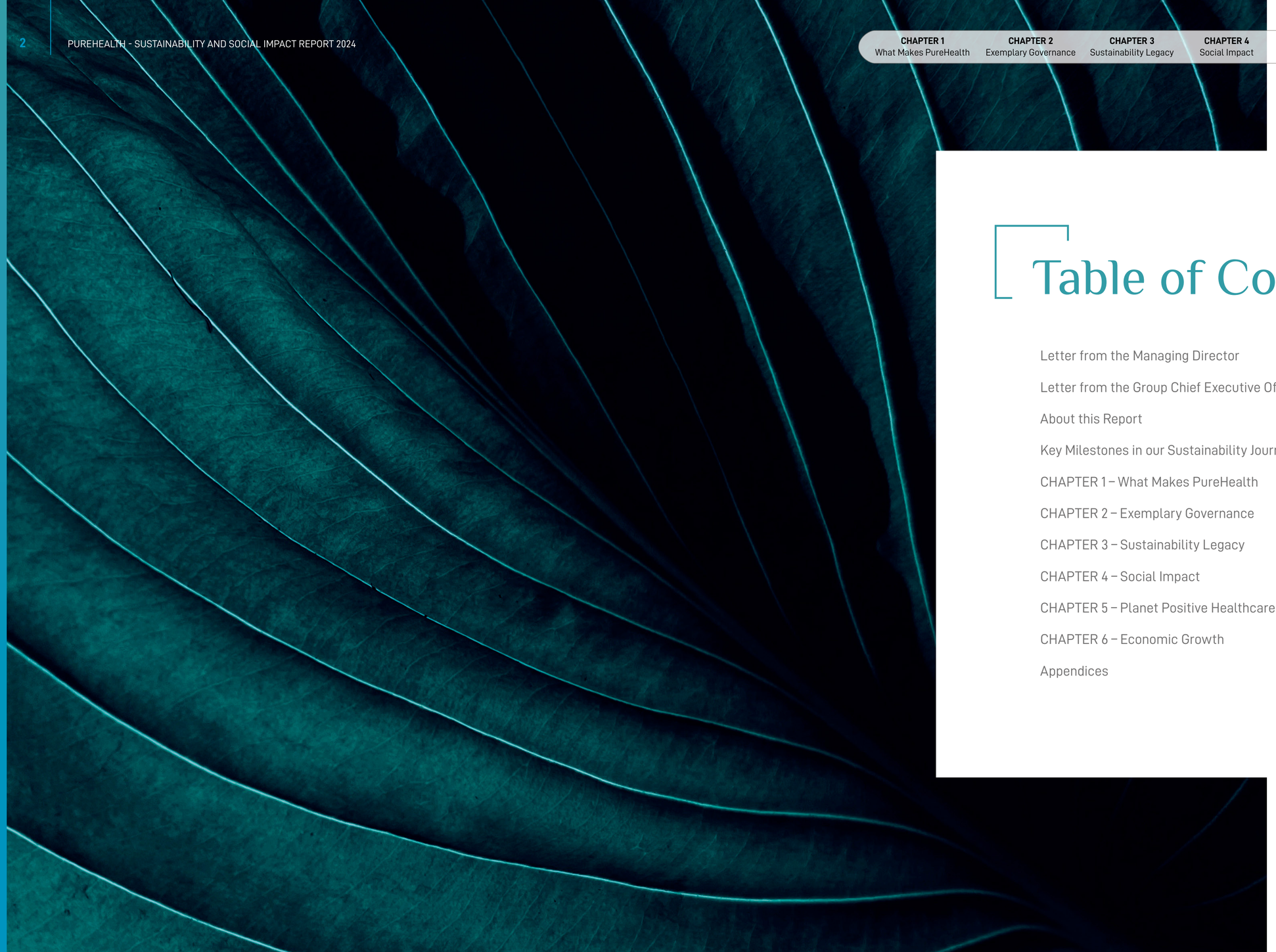


Table of Content

Letter from the Managing Director	3
Letter from the Group Chief Executive Officer	4
About this Report	5
Key Milestones in our Sustainability Journey	6
CHAPTER 1 – What Makes PureHealth	7
CHAPTER 2 – Exemplary Governance	18
CHAPTER 3 – Sustainability Legacy	34
CHAPTER 4 – Social Impact	43
CHAPTER 5 – Planet Positive Healthcare	56
CHAPTER 6 – Economic Growth	61
Appendices	65

Letter from the Managing Director

FARHAN MALIK

At PureHealth, we are driven by a fundamental belief that we are actively creating the future of healthcare. Our vision is rooted in the values that shape our nation: resilience, unity, and a commitment to securing the wellbeing of generations to come.

It is our moral imperative to prepare for our children's future, to ensure that the advancements we champion today sow the seeds of health, prosperity, and sustainability for tomorrow.

We are building that future through our transformative Care & Cover platform, an integrated model that reimagines healthcare as a continuous, lifelong journey rather than episodic interventions. This approach not only empowers individuals to live longer, healthier, and more meaningful lives but also creates system-wide efficiencies that enhance resilience and reduce environmental impact. By focusing on prevention, personalised care, and digital innovation, Care & Cover enables us to serve our communities while optimising resource use, advancing both health equity and sustainability.

Our belief that the longevity of people is not possible without longevity of the planet drives our ambition to embed sustainability across every facet of our business. We have set clear milestones focused on cutting down our emissions aggressively and achieving Net Zero by 2040, a decade ahead of the national ambition. These commitments are backed by deliberate action, from greening our operations to investing in circular economy principles and low-carbon healthcare infrastructure.

This is more than a sustainability journey, it is a human journey. Through the strategic use of AI, cloud-based healthcare delivery, and precision medicine, we are breaking down geographic and socio-economic barriers to care. By moving from reactive treatment to proactive wellness, we empower individuals to take control of their health while reducing the environmental footprint of traditional healthcare systems.

We call this the Longevity Dividend: the idea that longer, healthier lives not only benefit individuals but create a ripple effect that strengthens economies, enhances workforce productivity, and builds resilient societies. A healthier population is one that contributes more, consumes fewer healthcare resources, and generates lasting economic value, a virtuous cycle we are proud to help accelerate.

Our ambition is global, but our soul is proudly Emirati. We carry forward the vision and values of our nation as we pioneer a future where healthcare is not only about saving lives but about unlocking human potential and safeguarding the world we all share.

This Sustainability Report is a reaffirmation of our purpose to redefine healthcare as a force for good for generations to come.

> “As our founding father, late Sheikh Zayed bin Sultan Al Nahyan wisely reminded us, the world our children will inherit will be profoundly different from the one we know today.

Letter from the Group Chief Executive Officer

SHAISTA ASIF

At PureHealth, we measure success not only by the lives we save but by the future we help shape. In today's world, healthcare leaders must do more than deliver care, they must build resilience, drive innovation, and operate sustainably to secure long-term wellbeing for people, communities, and the planet.

This Sustainability Report reflects that belief in action. It demonstrates how PureHealth continues to translate ambition into measurable outcomes, anchoring every decision in operational excellence, environmental responsibility, and societal value. Our purpose remains clear: to deliver care that lasts for generations to come.

2024 was a defining year. As the largest integrated healthcare platform in the UAE and a growing global force, PureHealth advanced its vision of smarter, patient-centred, and future-ready healthcare. Through our Care & Cover platform, we are shifting the focus from illness to wellness, from episodic care to continuous support, empowering people to live longer, healthier lives.

Our investments in artificial intelligence, predictive health technologies, and digital-first care are already transforming how we serve millions of patients. By enabling early detection, personalisation, and seamless access, we are laying the groundwork for a healthcare system that is both more humane and more sustainable.

But the health of people cannot be separated from the health of our planet. Our commitment to Net Zero by 2040 is now embedded in every layer of our business, from energy use and infrastructure, to supply chain choices and waste reduction. We know that environmental stewardship is central to the resilience of healthcare itself.

Equally, we believe in the power of healthcare to drive social progress. From expanding access to care and mental health support, to nurturing the next generation of healthcare talent, we are creating shared value that extends beyond the clinical setting. This is the essence of the Longevity Dividend, where healthier, longer lives fuel stronger economies, more cohesive communities, and a brighter future for all.

At PureHealth, we do not just set strategies, we execute them. This commitment is what will guide us as we continue to scale globally, deepen our sustainability impact, and transform healthcare for the better.

The future of healthcare is not an abstract ideal. It is something we are building decisively, sustainably, and with clear-eyed determination.

> “Every milestone we have achieved stems from disciplined action: smarter operations, sharper innovation, and relentless focus on impact.

About this Report

Welcome to PureHealth's 2024 Sustainability and Social Impact Report, our annual impact reflection of how we advance healthier lives, stronger communities, and a more resilient planet.

At PureHealth, we recognise that the health of people is inseparable from the health of our environment. We are committed to building a low-carbon, climate-resilient healthcare ecosystem that delivers quality care, while safeguarding natural resources for future generations. Our sustainability framework, guided by this commitment, focuses on advancing environmental stewardship, promoting community wellbeing, and embedding responsibility across every part of our operations.

This report outlines the measurable progress we have made in 2024, the challenges we continue to tackle, and the decisive actions we are taking to align our work with national climate goals and broader sustainability priorities. We reaffirm our promise by sharing this journey openly to deliver healthcare that extends lives and also helps secure a healthier, more sustainable future for all.

REPORTING BOUNDARY

This report presents detailed insights into our sustainability performance, encompassing the social, environmental, governance and economic impacts of our operations under operational control. Our operations include hospitals, clinics, pharmacies, diagnostic laboratories, insurance services, Group procurement organisation, and administrative offices. Our reporting boundary, as detailed in Appendix A, reflects our commitment to global sustainability across all facets of our expanding portfolio.

REPORTING PERIOD AND FREQUENCY

The report focuses on our performance data, key initiatives and activities carried out during the reporting period from January 1, 2024, to December 31, 2024. While the report highlights the most significant achievements of 2024, it also includes ongoing initiatives and milestones achieved in previous years for context. In some cases, data and activities from outside this timeframe are incorporated to provide a more comprehensive understanding of performance trends. We follow an annual reporting cycle to ensure transparency and consistency in our sustainability efforts.

REPORTING STANDARDS

We understand the critical role of clear and consistent reporting metrics in evaluating our progress and maintaining trust with our stakeholders. The report is structured in accordance with globally recognised frameworks to provide a comprehensive and transparent disclosures for our performance and management practices. This report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards 2021 and aligns with the Abu Dhabi Securities Exchange (ADX) ESG Disclosure Guidelines, demonstrating our commitment to local regulatory requirements.

Furthermore, the report showcases efforts toward global sustainability agendas such as United Nations Sustainable Development Goals (SDGs) and adherence to global reporting standards such as the Sustainability Accounting Standards Board (SASB), and disclosure requirements outlined by the United Nations Guiding Principles (UNGP) on Business and Human Rights and the Taskforce on Climate-Related Financial Disclosures (TCFD). The reporting disclosure tables used in this report can be found in Appendices section of this report. These disclosures represent an important step in enhancing transparency and aligning our sustainability reporting with established global and local standards.

DATA QUALITY

Openness and accountability are at the core of our sustainability journey. We understand that clearly measuring and communicating our progress is essential for building trust and credibility with our stakeholders. We have adopted a structured entity-wise data collection process for this report to ensure accuracy, reliability, and completeness. Our statements on future developments and past events are based on the information and assumptions available at the time of preparation. Also, we have implemented an internal quality review to give stakeholders confidence in the information presented.

REPORT ASSURANCE AND RESTATEMENTS

All figures in this report represent the latest available internally validated data, unless specifically referenced otherwise. In this reporting cycle, restatements have been made to the figures for Operating Cost in 2023 and Employee Wages and Benefits in 2023 to reflect updated data; all other information remains consistent with what was published in the previous report.

Sustainability Information for selected GRI disclosures GRI 302-1(a), GRI 302-1(c- i,iii), GRI 303-5(a), GRI 305-1(a), GRI 305-2(a,b), GRI 305-3(a), GRI 305-4(a), GRI 405-1(b – i,ii) for UAE and UK region have been externally assured by DNV AS Abu Dhabi. The assurance statement is included in appendix G.

FEEDBACK AND COMMUNICATION

We welcome feedback and suggestions as we continually refine our approach for managing and reporting sustainability performance. Your feedback plays a vital role in enhancing the relevance, clarity, and effectiveness of our disclosures.

As part of our commitment to building a low-carbon, climate-resilient healthcare ecosystem, we continue to implement initiatives that reduce environmental impact while promoting better health outcomes. Our approach is guided by a vision to align healthcare delivery with broader climate objectives and national sustainability priorities.

For further insights into our sustainability initiatives and long-term vision, we encourage you to visit our Longevity Portal by scanning the QR code or visiting our website.

KNOW MORE ABOUT OUR SUSTAINABILITY JOURNEY.

CONNECT WITH US:

LINKEDIN

TWITTER (X)

INSTAGRAM

FACEBOOK

YOUTUBE

EMAIL

LOCATION:
PureHealth Headquarters
Aldar Headquarters building, Al Raha St, Al Rahah, Abu Dhabi, UAE

In case of any feedback and query, please contact -
Nadir Nayyar Hashmi
(Associate Director - Group Sustainability and Social Impact)
at **sustainability@purehealth.ae**

Key Milestones in our Sustainability Journey

Social

Strengthening communities and empowering people

AED 93+ million
Total CSR contributions

219,000+
Beneficiaries

9.9 mn+
Patient interactions

82,262
Total volunteer hours

Building an inclusive and sustainable future

66%
Females in the total workforce

5,365
UAE national employees in the total workforce

88%
Increase in number of female employees

Great Place to Work
Certified

412
New jobs created for UAE Nationals

57%
Of the leadership is aged between 30 and 50 years

Environmental

MSCI AAA
Highest provisional ESG rating achieved

SBTi target validated
Science-based targets officially approved

37% lower GHG intensity
Across UAE operations since 2022 baseline

Top 50
Refinitiv top 50 healthcare companies globally

Economic

AED 25.8 billion
Revenue generated

78%
Increase in net profit in 2024

38%
Increase in local procurement

35%
Total procurement year-on-year growth

AED 1 billion
Spent on local procurement

Chapter 1
What Makes PureHealth

At PureHealth, we are committed to delivering high-quality healthcare services, with a focus on empowering our communities to lead healthier lives. Our journey is shaped by a bold vision to transform global healthcare, setting new benchmarks for excellence and sustainability. This chapter explores the pillars of our success: the strategic vision that steers our corporate trajectory, the powerful synergy we cultivate with stakeholders across and beyond our organisation, and the key milestones that have defined our transformative journey in 2024. Each of these elements highlight our consistent commitment to creating value, driving innovation, and delivering world-class healthcare that makes a tangible difference in people's lives.

Approach

We aim to address the below topics:

Business Model and Integrated Value Chain
Operating across hospitals, clinics, insurance, diagnostics, pharmacies, procurement, health-tech and more.

Global Expansion and Strategic Acquisitions
Establishing a worldwide healthcare presence through transformative acquisitions.

Stakeholder Engagement and Collaboration
Strengthening relationships with internal and external stakeholders to shape long-term strategy and innovation.

2024 Progress

Strategic Acquisitions
Acquired Circle Health Group (UK) and Sheikh Shakhbout Medical City (Abu Dhabi).

Enhanced Technological Infrastructure
Expanded PureCS for AI, cybersecurity, and cloud health solutions.

Strengthened Stakeholder Synergy
Stakeholder-informed strategy aligned with healthcare transformation.

Recognition and Brand Leadership
Multiple entities across our portfolio proudly received national and international recognition showcasing our collective efforts on the global stage.

SDGs Mapping:

01

Our Business

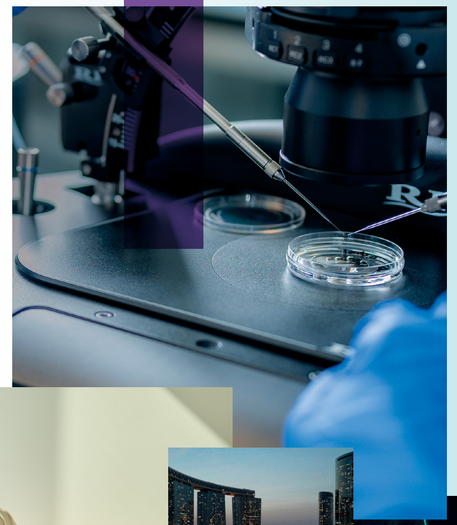
Pure Health Holding PJSC (referred to as "PureHealth") is the largest fully integrated healthcare Group in the Middle East, operating both on the ground and in the digital space to advance the science of longevity. We are the only vertically integrated payor-provider platform in the Middle East and North Africa region offering a comprehensive portfolio of services across multiple verticals. Our expansive ecosystem encompasses hospitals, clinics, diagnostics, insurance, pharmacies, health-tech, and more. We also serve as an investment platform, building a diversified portfolio across various jurisdictions and verticals within the healthcare sector.

Our Vision

To unlock time for humankind.

Our Mission

To advance the science of longevity so that people live longer, healthier, happier and fuller lives.



Our Values

PURITY
Honesty, integrity, and transparency.

UNITY
Delivering universal benefits through people, products, and services.

RESILIENCE
Agility and flexibility in achieving goals.

ENERGY
Passion for innovation and enterprise.

HUMAN
Conducting with compassion.

EVOLUTION
Pushing boundaries and extending lifespans.

AHEAD
Being well-versed on the ground and in the cloud.

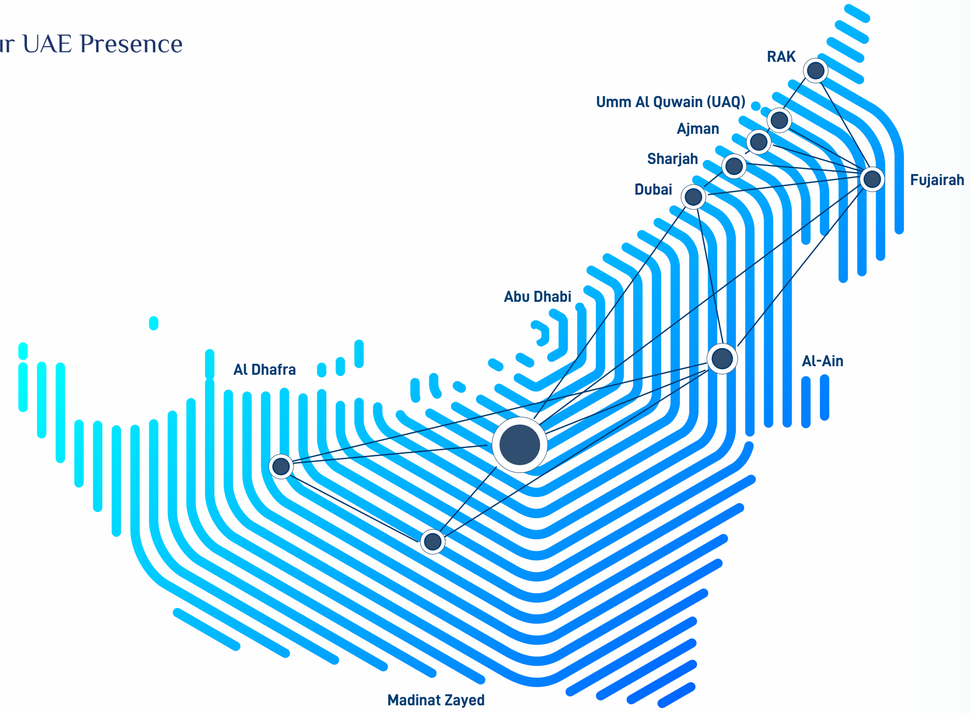
LIMITLESS
Unstoppable in the quest for longevity.

Our Business Journey and Value Creation

In 2024, we continued to strengthen our role as a strategic enabler of the UAE's healthcare transformation, while rapidly scaling our international footprint, advancing the science of longevity beyond borders.

We are building an international healthcare ecosystem which includes expanding our healthcare platform, enhancing operational efficiencies, and integrating innovative solutions to improve patient care. With a growing international presence across the United Kingdom (UK) and the United States of America (USA), and a vertically-integrated model that connects care delivery with innovation and infrastructure, we are creating long-term value for patients, communities, and health systems alike.

Our UAE Presence



Our Global Presence

USA

UK

UAE

300+ Clinics

143+ Laboratories

120+ Medical Specialties

3m+ Insured Members

52m+ Claims Processed

100+ Hospitals

US		UK		UAE	
Hospitals	30+	Hospitals	50+	Hospitals	24
Care Sites	200+	Beds	2,000+	Clinics	100+
Employees	24,000+	Employees	9,000+	Employees	24,000+

Ownership Distribution

The ownership distribution demonstrates our strong local foundation, with the majority stake held by UAE Nationals. This is complemented by regional representation from GCC countries and Arab nations, showcasing our roots in the Middle East. Our foreign ownership shows that we have a growing global footprint and international appeal, reinforcing our presence on a broader, worldwide scale.

FOREIGN OWNERSHIP

12.45%

from 100%

GCC OWNERSHIP

0.09%

from 100%

UAE NATIONALS

87.24%

from 100%

ARAB COUNTRIES

0.22%

from 100%

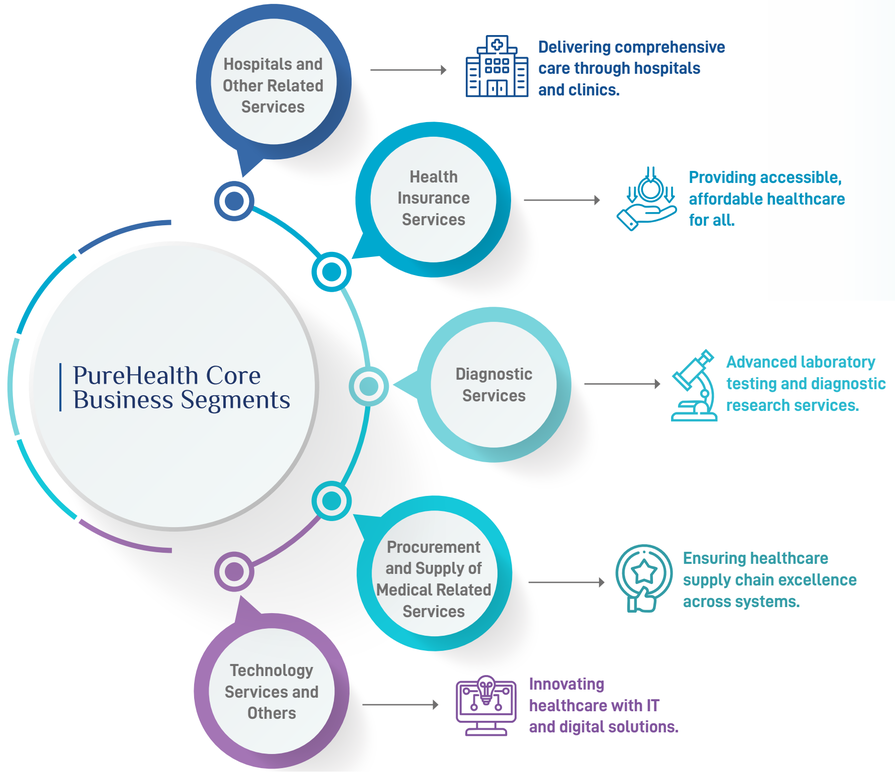
Note: This data is updated as of 31st December, 2024

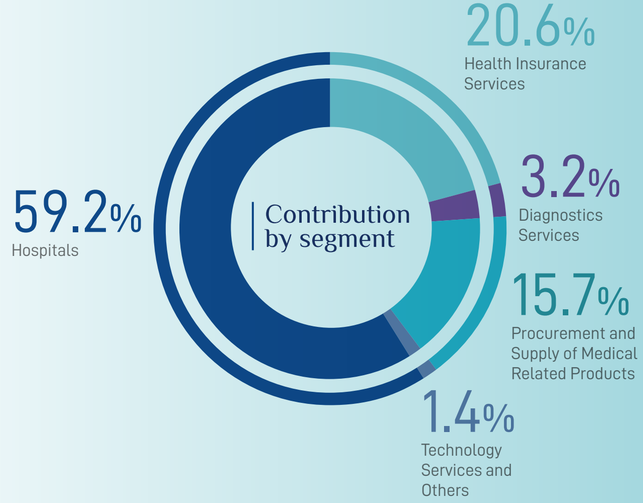
Asset Overview

Our vertically-integrated healthcare group operates across five core business segments, enabling seamless coordination and delivery of comprehensive, high-quality healthcare services. This integration strengthens operational efficiencies and ensures consistency in outcomes, while supporting our mission to advance the science of longevity.

Through this model, we manage a diversified portfolio of over 14 healthcare entities across the UAE and international markets. With a strategic focus on acquiring and operating world-class healthcare assets, we continue to expand our global presence and capabilities.

From our headquarter in the UAE, we are driving the transformation of healthcare delivery and setting new benchmarks of excellence on the global stage. Key segments within the portfolio include:





HOSPITALS AND OTHER HEALTHCARE RELATED SERVICES

- Abu Dhabi Healthcare Company (SEHA)
- Sheikh Khalifa Medical City, Abu Dhabi (SKMC)
- Corniche Hospital, Abu Dhabi
- Tawam Hospital, Al Ain
- Sheikh Tahnoon Bin Mohammed Medical City (STMC)
- SEHA Clinics (formerly Ambulatory Healthcare Services)
- The Medical Office (TMO)
- Sheikh Shakhbout Medical City (SSMC)
- Tamouh Healthcare
- Circle Health Group (in UK)
- Ardent Health Partners Inc. (in US)
- The Life Corner (TLC) including Dawak (web based pharmacy)

HEALTH INSURANCE SERVICES

- National Insurance Company PJSC (commonly known as Daman)

DIAGNOSTIC SERVICES

- PureLab

PROCUREMENT AND SUPPLY OF MEDICAL RELATED SERVICES

- One Health
- Rafed

TECHNOLOGY SERVICES AND OTHERS

- TalentOne
- Pure CS

Our Core Investments

Our investments are segmented into three categories:

Strategic Acquisitions and Divestments

We strategically pursue acquisitions and divestments to optimise our portfolio, strengthen core markets, enhance patient care, and drive sustainable, long-term growth.

Investment in Organic Growth

We drive sustainable organic growth by increasing patient volumes, optimising pricing, and enhancing efficiency, while leveraging innovation and digital transformation to deliver patient-centric care and long-term value.

Generating Sustainable Dividends

We balance consistent dividend payouts with strategic reinvestment to fuel growth, aligning our financial policies with improved patient care and long-term value creation.

Business Expansions

Our recent asset acquisitions and additions enhance our global presence and reinforce our commitment to advancing innovation, accessibility, and excellence in healthcare services worldwide.

Circle Health Group (CHG), the largest network of private independent hospitals in the UK, brings a new dimension to our portfolio.

- Synonymous with patient-centric care and clinical excellence.
- Operating over 54 hospitals and offering more than 500 treatments across diverse specialties.
- Team of over 6,500 consultants and 9,000 employees ensure exceptional care for millions of patients annually.
- Founded the UK's first hospital management degree in partnership with Liverpool St John Moore University to solve recruitment and retention challenges.
- Extends our mission to elevate healthcare standards on a global scale by pioneering rehabilitation services and setting benchmarks in innovation and quality.
- Forefront of healthcare innovation, pioneering the use of advanced technologies such as robotics, AI, and fully digital care pathways.
- Ranked 4th Best Big Company to Work For in the UK.
- Increased number of surgical robots across the Group to 15.

Sheikh Shakhbout Medical City (SSMC) located in Abu Dhabi, the region's largest healthcare complex, providing advanced tertiary care with a focus on multi-specialty and complex treatments.

- Established in 2019, SSMC is one of the largest and most sophisticated hospitals in the UAE.
- Offers care across 46 specialties, ranging from cardiology and neurology to advanced surgery and rehabilitation.
- With its state-of-the-art facilities and a workforce of over 2,500+ caregivers and 3000+ employees, SSMC has firmly positioned itself as a global hub for medical excellence for Burn Treatments.
- SSMC has introduced an innovative Neuroscience Institute to enhance patient outcomes.
- SSMC continues to elevate the UAE's reputation for delivering world-class healthcare, supported by a strong commitment to education, research, and patient-focused care.
- SSMC holds several prestigious recognitions and memberships, including Premier Associate Member of the International Hospital Federation (IHF) since 2024, College of American Pathologists (CAP) Accreditation, Baby-Friendly Accreditation by World Health Organisation (WHO) and United Nations International Children's Emergency Fund (UNICEF), the Gold Initiative Certificate from the Arab Hospitals Federation and Healthcare Information and Management Systems Society (HIMSS), Association for the Advancement of Blood & Biotherapies (AABB) Accreditation, an IHF award for enhancing in-hospital Cardiopulmonary Resuscitation (CPR), American Nurses Credentialing Center – Nursing Continuing Professional Development (ANCC NCPD) Accreditation, and Commission on Accreditation of Rehabilitation Facilities (CARF) Accreditation for rehabilitation programmes.

PureCS, our premier technology solutions, cloud and technology arm, is spearheading digital transformation in the healthcare industry.

- Empowers businesses to adapt and thrive in a fast-evolving digital landscape.
- Provides cutting-edge IT solutions, including cybersecurity measures, advanced cloud services, and AI-driven information systems.
- With a focus on innovation and efficiency, it ensures that healthcare services are seamlessly integrated and technologically optimised, further bolstering our ability to meet the dynamic needs of global healthcare markets.

Ardent Health's alliance strengthens Abu Dhabi's position as a key investor in the US healthcare market, aligns with the Abu Dhabi Economic Vision 2030, and reinforces PureHealth's strategy of creating shareholder value while expanding its footprint in global healthcare excellence.

- Successful listing on the New York Stock Exchange (NYSE) marks a significant milestone for PureHealth's portfolio with 21.2% ownership stake.
- It is one of the largest private acute care hospital operators in the United States.
- Operates a vast network of 30+ hospitals and over 200 care sites across six states, delivering exceptional care through innovation and a people-centred approach.

Our Strategic Vision

We are driven by a bold vision to revolutionise healthcare, both within the UAE and on a global scale. PureHealth's strategy strengthens our role as a national champion, expands innovative healthcare access, and pioneers next-generation technologies to improve lives and build healthier communities globally. Our 2024 refreshed strategic framework is built on three fundamental pillars that drive our mission to revolutionise healthcare delivery and advance the science of longevity.

Driving Expansion through Merger & Acquisition (M&A)

- PureHealth's M&A strategy focuses on healthcare and related sectors beyond providers, targeting areas like retail and digital pharmacies, diagnostics, health tech, insurance, and supply chains.
- We pursue growth-driven firms with strong market positions and potential for global expansion, operational efficiency, and synergies.

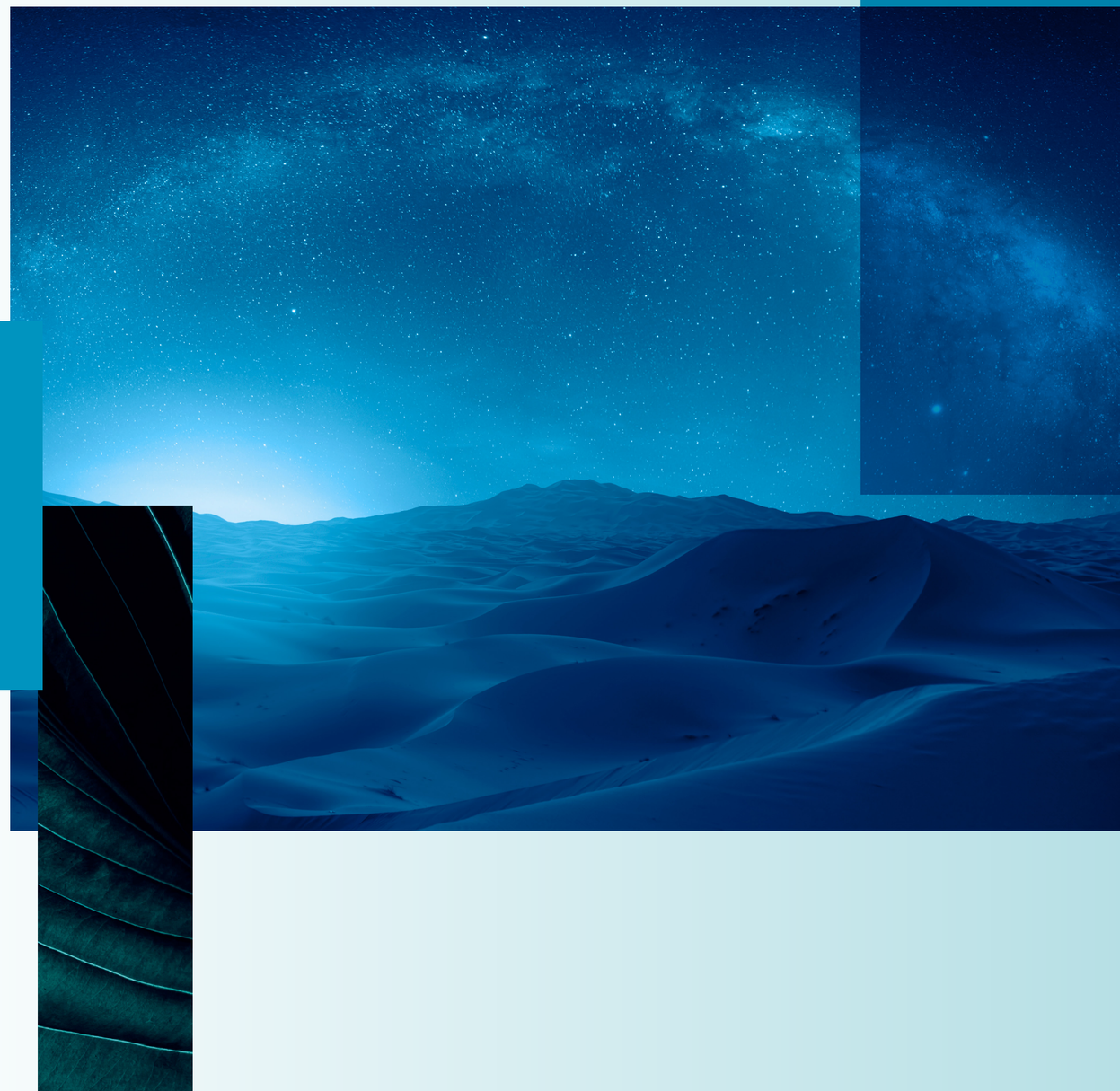
Enhancing Healthcare Delivery through Innovation

- At the heart of PureHealth's ethos is a drive for transformation and synergy across operations. We enhance efficiency, foster innovation, and elevate patient care by leveraging AI and digitisation across all verticals.

Driving Sustainability and Social Impact

- PureHealth is committed to sustainability and social responsibility, aligning with global environmental goals and community wellbeing.
- We aim to improve healthy life expectancy by reimagining ageing and shifting from reactive, siloed care to a holistic, lifelong approach to longevity.

Our mission is to improve individual wellbeing and build healthier communities globally by transforming the healthcare sector and freeing up valuable time for people. This integrated approach ensures that every step we take strengthens our commitment to improving lives, redefining healthcare excellence, and revolutionising the healthcare landscape.



Our Stakeholder Synergy

We recognise the vital role that stakeholder collaboration and transparent communication plays in shaping our sustainability journey. We employ a variety of communication channels to engage with stakeholders, ensuring transparency and inclusivity.

By engaging with a diverse array of internal and external stakeholders, we gain valuable insights that help us identify key priorities, understand expectations, and tailor our strategic approach. The strength of these relationships underpins our ability to drive meaningful impact and build a resilient and forward-thinking organisation committed to sustainable progress.

We strive to build strong relationships that drive shared success and long-term impact by prioritising inclusivity and proactive engagement. The synergy between healthcare professionals, regulators, investors, communities, and industry experts supports our mission to deliver exceptional, innovative care, improving lives and setting high standards in healthcare.

Stakeholders	Methods of Collaboration	Purpose of engagement
Patients	• Patient feedback Surveys • Patient Initiatives • Social Media • 'Contact Us' Form	To deliver high-quality care, diagnostics, and personalised health services, enhancing accessibility and improving health outcomes for all.
Workforce and Healthcare Professionals (HCPs)	• Employee Surveys • Performance Reviews • Awards and Recognitions • Social Media • Training Programmes • Materiality Survey • Engagement Activities • Speak Up Channels	To foster a culture of excellence, collaboration, and wellbeing, we empower our people with the right tools, training, and environment to help them thrive and contribute to better health outcomes.
Government	• Partnerships • Healthcare Initiatives • Annual Reports • Conference Participations • Social Media	To support public health programmes, manage insurance initiatives, and enhance national healthcare systems through infrastructure collaboration.
Communities	• Community Programmes • Healthcare Programmes and Awareness Initiatives • Social Media	To advance health equity, sustainability and wellness through outreach and accessible healthcare.
Industry Associations	• Trade Forums • Conferences • Industry Whitepapers • Social Media	To build strong partnerships through ethical sourcing, innovative procurement, and a reliable, efficient supply chain.
Investors	• Annual Reports • Annual General Meetings • Company Website • Investor Relations Webpage	
Suppliers	• Supplier Code of Conduct • Procurement Team • Social Media	

Our Certifications

In 2024, we continued to demonstrate operational excellence across all our entities, guided by internationally recognised frameworks and national regulatory standards to redefine healthcare while safeguarding patient wellbeing and environmental responsibility. We are proud to maintain over 60 healthcare assets accredited by Joint Commission International (JCI), a globally recognised benchmark in patient safety and clinical care. Our key certifications across our assets and entities include:

Quality, Environmental, and Occupational Health & Safety

- **ISO 9001:2015** – Quality Management System
- **ISO 14001:2015** – Environmental Management System
- **ISO 45001:2018** – Occupational Health and Safety Management System
- **OSHAD** – Abu Dhabi Occupational and Health System Framework compliance across all Abu Dhabi-based healthcare facilities

Operational and Risk Resilience

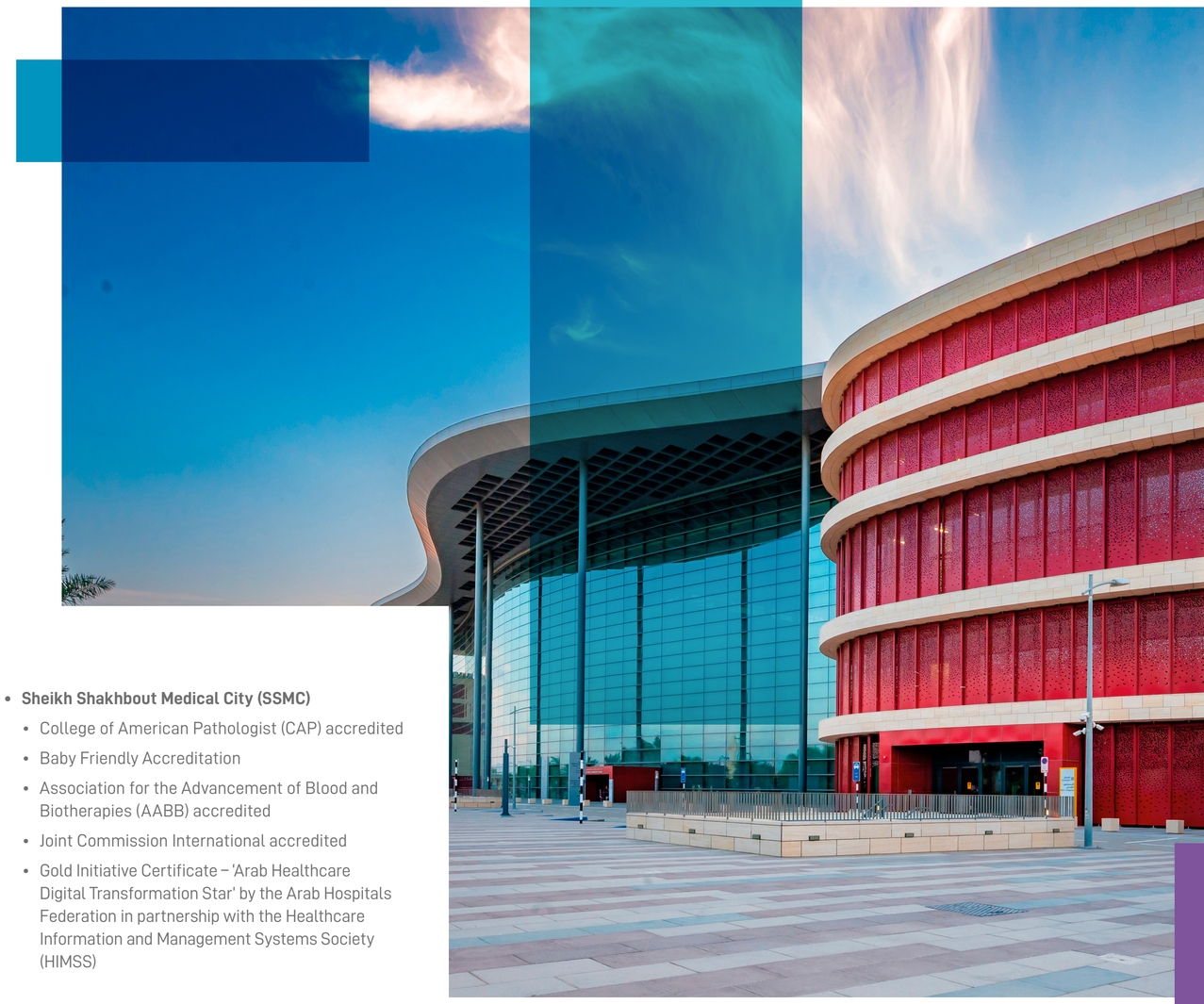
- **ISO 22301:2019** – Business Continuity Management System
- **ISO 41001:2018** – Facility Management System

Governance and Social Responsibility

- **ISO 37301:2021** – Compliance Management System

Facility Certifications

- **Sheikh Khalifa Medical City (SKMC)** - Certified in ISO 9001, 14001, and 45001, with strong systems for health and safety compliance and received Platinum Champion Award for Patient Safety
- **Abu Dhabi Blood Bank** - AABB-accredited
- **CAP-accredited PureLab** - ISO 15189:2012 and ISO 22870:2016 for point-of-care diagnostics
- **Circle Health Group**
  - Association for Perioperative Practice (AfPP) accredited
- **Sheikh Shakhbout Medical City (SSMC)**
  - College of American Pathologist (CAP) accredited
  - Baby Friendly Accreditation
  - Association for the Advancement of Blood and Biotherapies (AABB) accredited
  - Joint Commission International accredited
  - Gold Initiative Certificate – 'Arab Healthcare Digital Transformation Star' by the Arab Hospitals Federation in partnership with the Healthcare Information and Management Systems Society (HIMSS)



Our Achievements

We measure success through the impact we create across healthcare, innovation, and sustainability. In 2024, our progress was recognised both within the region and across our industry.

Named "Healthcare Company of the Year" at the Arabian Business Achievement Awards for performance, innovation, and commitment to healthcare advancement.

SSMC has achieved its highest Press Ganey scores across inpatient, outpatient, and emergency departments, showing consistent year-on-year improvement.

SEHA ranked the most valuable healthcare brand in the UAE; Daman and SSMC placed among the top 10 strongest brands across all sectors.

PureLab launched a Genetic Centre of Excellence at STMC to meet the growing demand for precision medicine.

SSMC performed over 200 robotic-assisted surgeries, reflecting continued progress in specialised care and received "Best Patient Experience Improvement Project Award" at the Patient Experience Congress and Awards in Riyadh.

Strengthened digital infrastructure through PureCS and Pura, expanding AI-powered, cloud-based, and personalised health solutions.

SKMC designated Centre of Excellence for Paediatric Cardiac Surgery by Department of Health, Abu Dhabi

SEHA's Tawam Hospital was recognised with International Hospital Federation (IHF) Awards 2024 and First healthcare facility in the UAE to embrace AI technology in radiation oncology care

Circle UK was awarded as 'Hospital Group of the Year' at the 2024 LaingBuisson Awards, adding to its achievement of being named the UK's Leading Private Hospital Group at the HealthInvestor Awards for four consecutive years (2021-2024).

PureHealth has received a provisional "AAA" rating from MSCI, recognising our strong ESG performance.

Our Achievements (continued)

Launched our first TLC pharmacy offering both online and in-store services to improve patient access and convenience.

PureLab's Transplant Immunology Laboratory (HLA Lab) was the first in the UAE to receive ASHI accreditation and serves as the primary referral centre for the nation's Living and Deceased Donor Transplant Programmes.

Rafed received multiple accolades, including the Outstanding Organisation Award at the Health 2.0 Conference, the Procurement Excellence Award at the 100 CPO Summit & Awards, and the Digital Transformation Initiative of 2024 at the 2nd Annual Middle East Procuretech Summit & Awards.

Signed strategic partnership with Ministry of Foreign Affairs to provide performance validation of all International Medical Assets in multiple continents in Asia and Africa.

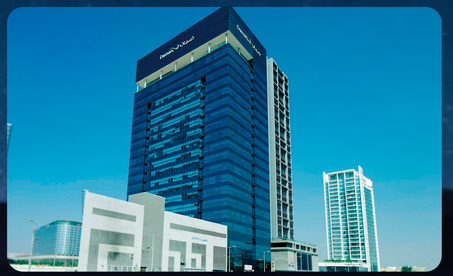
Invested in TalentOne to streamline processes and boost staff efficiency across the PureHealth Group.

SSMC is the first hospital in Abu Dhabi to receive Academic Medical Centre Accreditation from Joint Commission International and has received accreditation as Comprehensive Stroke Center by American Heart Association.

PureHealth named National Healthcare & Longevity Champion for Abu Dhabi Global Healthcare Week.

Conducted in-depth studies highlighting the critical links between environmental change and public health in partnership with the Environment Agency, Abu Dhabi.

Placed at the forefront, SEHA's rebrand prioritised patient experience and personalised healthcare.



Daman launched international private medical insurance (IPMI) with AXA, achieved the highest ICV at 81% among health insurers, and won six Nafis awards in 2023–2024. It ranked 1st in insurance brands in the UAE (USD 221M), and was named the 4th strongest brand in the UAE.

Chapter 2
Exemplary Governance

PureHealth honours the trust patients place in us for their wellbeing by upholding the highest standards of transparency, ethics, and accountability. We foster responsible decision-making, strengthen resilience, and drive long-term success through clear communication, open reporting, and regulatory compliance. This chapter outlines our comprehensive governance framework, covering responsible leadership, data privacy, quality management, and ethical healthcare innovation beyond traditional practices. We uphold excellence in honest, fair, and respectful care and technological advancement in an evolving healthcare landscape through robust oversight, risk management, and integrity-driven decision-making.

Approach

We aim to address the below topics:

Business Integrity
Maintaining strong governance practices, transparency, and ethical standards across all operations.

Digital Transformation and Innovation
Building resilience through digital tools, technology and advanced research.

Data Privacy and Security
Protecting stakeholder information with advanced security measures and compliance systems.

Access and Affordability
Providing remote teleconsultation and more access to services.

2024 Progress

Strengthened Board Oversight
Active engagement of Board and board committees in risk, audit, and nominations.

ISO-Aligned Risk and Continuity Frameworks
Business Continuity Plans rolled out under PureHealth.

Certified Cybersecurity and Data Protection
Strategic partnership with UAE Cyber Security Council for secure healthcare systems

SDGs Mapping:

02

Responsible Leadership

Governance Model

Our governance framework is built on a foundation of accountability, fairness, responsibility, transparency and disclosure ensuring that ethical principles guide every aspect of our operations. It is aligned to applicable regulations and international best practices, ensuring strong strategic direction and effective oversight.

Accountability
The Board ensures the establishment of comprehensive and effective risk management, internal control, and compliance systems, promoting alignment and integration throughout the organisation.

Fairness
The Board ensures the protection of all shareholders' and stakeholders' rights, fostering open and constructive communication between the Board and stakeholders.

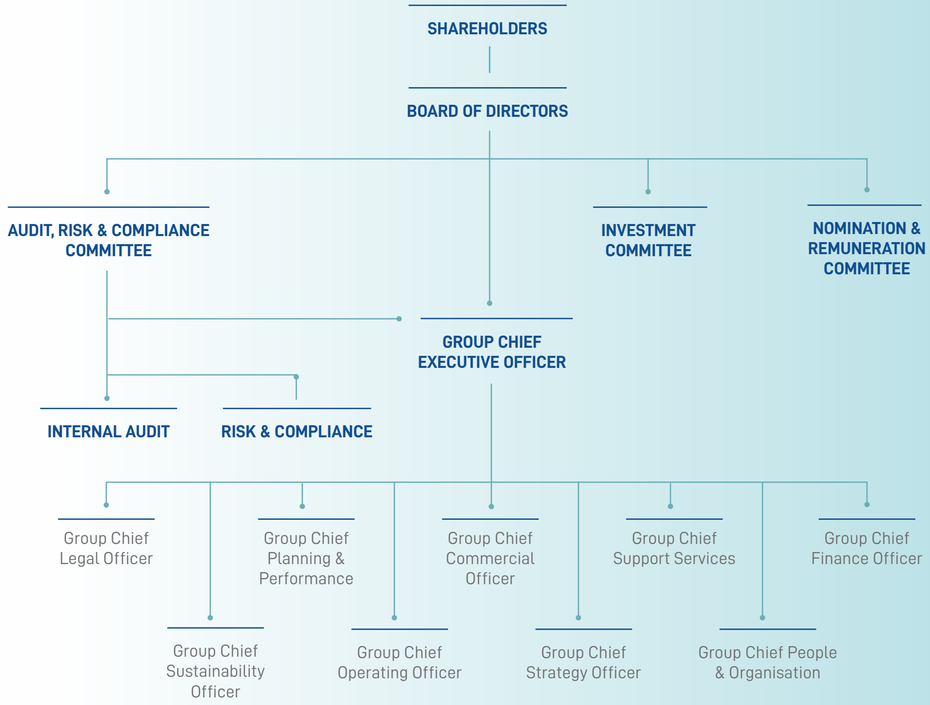
Responsibility
The Board oversees the Company's management and performance, ensuring that decisions are always made in the best interests of the organisation and its stakeholders.

Transparency & Disclosure
The Board is committed to keeping shareholders and stakeholders informed about the Company's operations, plans, and associated risks. By ensuring timely, accurate disclosures of financial results, key events, and strategies, the Company builds trust and demonstrates its commitment to transparency.

Our governance model provides a clear framework for decision-making and stakeholder engagement, ensuring fairness, accountability, committee effectiveness, and continuous improvement. The clearly defined roles, goals, performance expectations, and reporting structures enable our Board of Directors, management, and operational teams to work cohesively towards strategic objectives while upholding the highest standards of corporate governance.

The four foundational pillars ensure that the Board of Directors holds primary responsibility for overseeing the governance framework and remains well-informed on key business activities, including operational performance, risk management, financial stability, sustainability initiatives, and regulatory compliance. A robust system of internal controls and delegated authority strengthens our governance framework, promoting decisive leadership, clear accountability, and responsible decision-making across the organisation.

PureHealth Organisational Structure



Board of Directors

The Board of Directors (BoD) is the highest governing body and serves as the cornerstone of governance, offering strategic direction and independent oversight on key decisions.

They are committed to sustaining corporate governance standards aligned with international best practices and regulatory requirements. We ensure a highly skilled and diverse Board, bringing a wealth of expertise to effectively steer the company towards our vision and strategic goals. Our Group Chief Executive Officer, Ms. Shaista Asif, is among the few women CEOs in the Middle East, exemplifying our commitment to advancing women in leadership.

She ranked 4th on Forbes Middle East's 100 Most Powerful Businesswomen 2024 list with her strategic direction, vision and leadership drives innovation and growth within our business. At the operational level, the management team cultivates collaboration and drives value creation across our subsidiaries, steering the company towards shared success.

Mr. Hamad Abdulla Mohamed Alshorafa Alhammadi

Chairman

(Non-Executive/ Independent)

Date of Accession to the Board: 2023

Mr. Farhan Malik

Board Member and Managing Director

(Executive/Non-Independent)

Date of Accession to the Board: 2023

Eng. Hamad Salem Mohamed Binlouteya Alameri

Board Member

(Non-Executive/ Independent)

Date of Accession to the Board: 2023

Ms. Mouza Saeed Khalfan Matar Alromaithi

Board Member

(Non-Executive/ Independent)

Date of Accession to the Board: 2023

Mr. Jawad Shafique Mohamed Shafique

Board Member

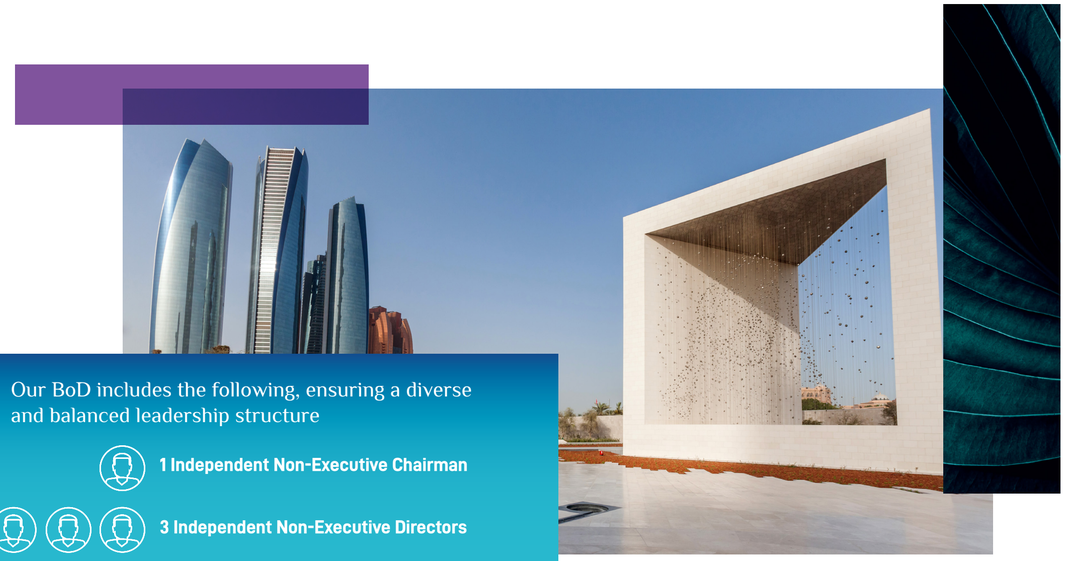
(Non-Executive/ Independent)

Date of Accession to the Board: 2024

Note: The board composition data presented above reflects the status as of December 31, 2024

BoD Composition and Diversity

Our BoD comprises of five individual members elected by the Ordinary General Assembly through a confidential ballot process, including the Chairman, Managing Director, and additional representatives from our stakeholders/shareholders. The Chairman represents the Board, facilitating communication with management, shareholders, and regulators as needed. Each member serves a three-year term, during which they elect a Chairperson and Vice-Chairperson to lead the Board. The ultimate decision-making authority lies with our valued shareholders, whose collective insights shape PureHealth's strategic direction. The General Assembly Meeting serves as the primary forum for shareholder engagement, providing them with the opportunity to exercise their voting rights on key matters influencing PureHealth's future. Additionally, four of the members of the Board are non-executive and meet the independence criteria established by relevant regulatory bodies.

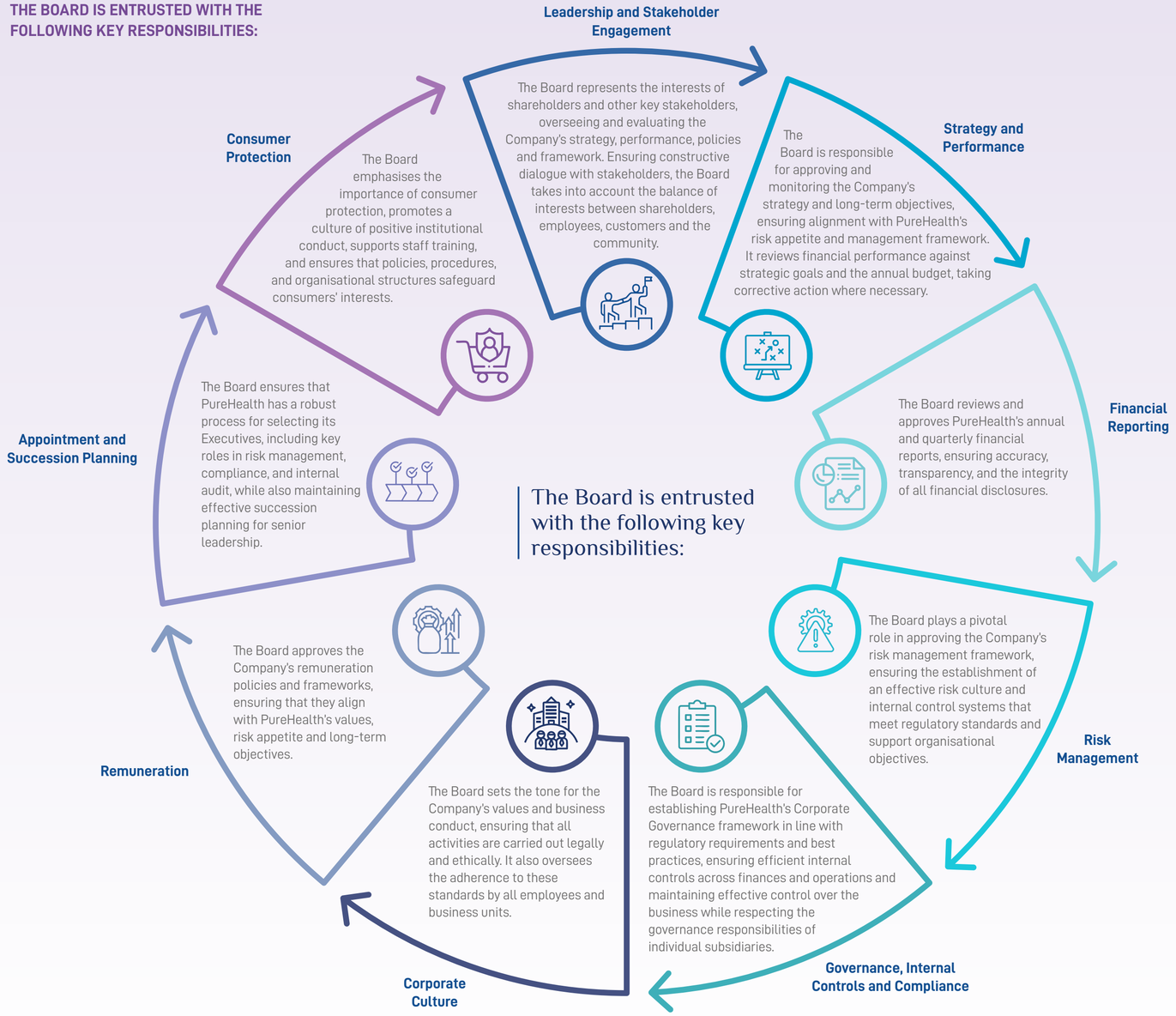


Our BoD includes the following, ensuring a diverse and balanced leadership structure

- **1 Independent Non-Executive Chairman**
- **3 Independent Non-Executive Directors**
- **1 Non-Independent Executive Director**

Key Performance Indicators (KPIs)	Unit	2022	2023	2024
Total Board members	Number	5	5	5
Independent members of the Board of Directors	Number	4	4	4
Non-independent members of the Board of Directors	Number	1	1	1
Percentage of Board seats occupied by independent directors	Number	80	80	80
Executive members of the Board of Directors	Number	1	1	1
Non-executive members of the Board of Directors	Number	4	4	4
Female members of the Board of Directors	Number	0	1	1
Male members of the Board of Directors	Number	5	4	4
Percentage of Board seats occupied by women	Number	0	20	20

THE BOARD IS ENTRUSTED WITH THE FOLLOWING KEY RESPONSIBILITIES:



Board Remuneration Disclosure, Induction, Training and Evaluation

The Board Remuneration and Nomination Committee recommended Board member remuneration of AED 8,774,658 for the financial year ending 31 December 2024, subject to AGM approval. However, no remuneration was paid for this period due to the recent formation of the Board. Future payments will be subject to General Assembly approval in line with the Articles of Association and applicable laws. In 2024, following Mr. Semih Sen's resignation, Mr. Jawad Shafique was appointed to our Board. To support a smooth transition, new Directors received a comprehensive induction covering governance, Board Committees, regulatory guidance, policies, and an overview of the business and market landscape. The Board Secretary at PureHealth conducts an annual performance evaluation of the Board, which is designed to assess the overall effectiveness and performance of the Board and its Committees. The 2024 Board evaluation was positive, noting effective time allocation for key strategic discussions, strong member expertise, and timely material sharing. The improvements to the induction process have enhanced governance and value for the Company and its shareholders.

Board Committees

Board Committees play a vital role in strengthening the governance framework by supporting the Board's decision-making processes and enhance the Board's oversight capacity, enabling detailed reviews of critical areas and promoting targeted engagement by Board members. Through delegated authority, committees help streamline responsibilities, foster transparency, and ensure strategic alignment across PureHealth.

1. AUDIT, RISK AND COMPLIANCE COMMITTEE (ARC)
The ARC Committee is instrumental in helping the Board ensure the effectiveness of internal controls, monitors regulatory compliance, and identifies financial and operational risks. The Committee also reviews audit findings and risk mitigation strategies, enhancing the integrity of the organisation's operations.

2. NOMINATION AND REMUNERATION COMMITTEE (NRC)
The NRC provides support in matters relating to Board structure and leadership. It oversees succession planning, evaluates Board composition, and reviews executive and non-executive remuneration frameworks. The Committee ensures alignment with governance best practices while promoting transparency in leadership selection and compensation.

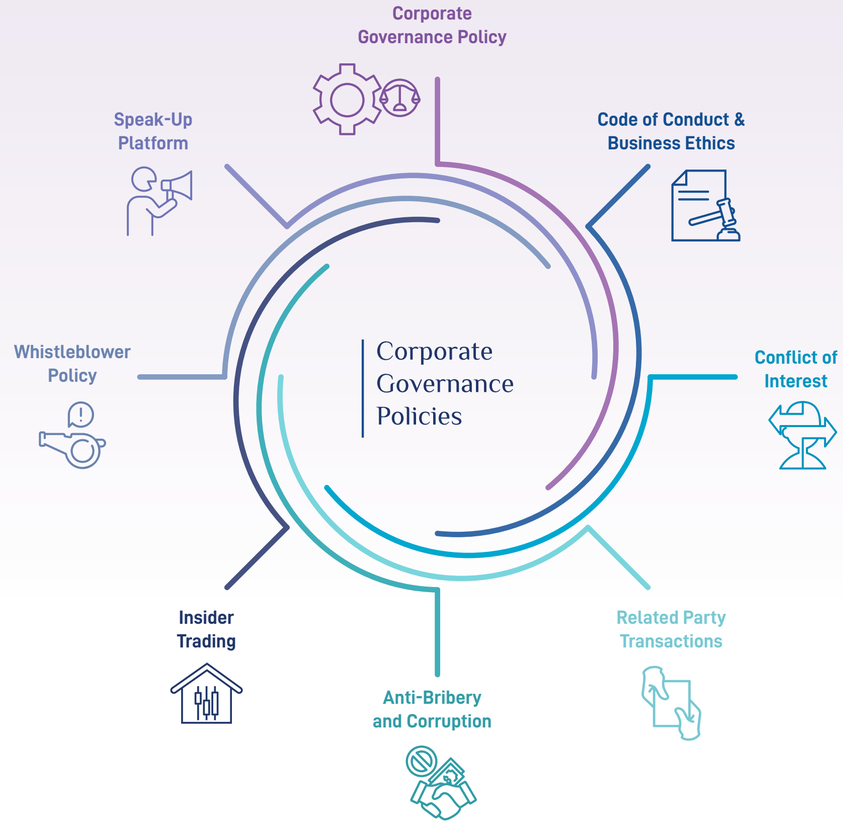
3. INVESTMENT COMMITTEE (IC)
The Investment Committee guides the Board on strategic investment decisions that promote long-term growth and sustainability. It reviews major financial transactions, assesses operational performance, and evaluates investment opportunities. The Committee plays a key role in ensuring that capital allocation supports the company's vision and stakeholder value.

The Group Internal Audit Department, which reports directly to the Board, received the highest level of recognition from both the Institute of Internal Auditors (IIA) Australia and IIA UAE. This acknowledgement was based on the department's demonstrated compliance with the International Professional Practices Framework (IPPF) and the regulatory standards set by the Abu Dhabi Accountability Authority (ADAA).This achievement highlights our commitment to strong governance, a critical pillar of our broader sustainability strategy.

Safeguarding Ethical Healthcare

Corporate Governance Policies

We uphold strong corporate governance through regularly updated policies, Board oversight, and continuous stakeholder engagement to ensure compliance and accountability.



Corporate Governance Manual

Our Corporate Governance Policy defines the roles and responsibilities of key stakeholders from shareholders to Board of Directors, executive management, including the roles of internal and external auditors, ensuring accountability and transparency across all levels.

Code of Conduct and Business Ethics

Our Code of Conduct and Business Ethics sets the highest ethical standards for employees, contractors, suppliers, and third parties. The Code safeguards our brand, protects stakeholders, and ensures long-term success by fostering a culture of honesty, integrity, and transparency. It also provides clear guidance on addressing ethical issues and offers secure mechanisms for reporting misconduct without fear of retaliation. We had zero ethical breaches or regulatory penalties in 2024.

In 2024, we updated our Code of Conduct to ensure that the Board of Directors upholds the highest standards of integrity and ethical conduct. This revision reinforces the commitment to acting with transparency, maintaining confidentiality, and always prioritising the best interests of the Company and our stakeholders. The Code is applicable to the Directors of the Group Board and all subsidiary Boards within the PureHealth Group.

Zero
Legal actions for anti competitive behaviour

Conflict of Interest

At PureHealth, we uphold the highest standards of integrity and transparency, guided by a robust Conflict of Interest Policy that ensures accountability across all levels of the organisation. This policy outlines clear principles for the identification, declaration, and management of both potential and actual conflicts of interest. The Board of Directors holds overarching responsibility for overseeing the effective implementation of this policy. This includes monitoring conflicts involving Board Members, the Group Chief Executive Officer, senior executives, and other relevant stakeholders, particularly in areas such as related party transactions and the responsible use of PureHealth assets.

Directors are expected to avoid any activities that may compromise the company's interests, including participating in or holding positions in competing businesses. Furthermore, they are strictly prohibited from:

- Providing unfair advantage to others at PureHealth's expense,
- Exploiting their position for personal gain or the benefit of close associates,
- Misappropriating business opportunities meant for the organisation.

Should a conflict arise, Directors are required to immediately disclose it to the Board Chair and Company Secretary and recuse themselves from any related deliberations or decisions. These measures are fundamental to ensuring ethical leadership and protecting the long-term interests of our stakeholders.

Anti-Money Laundering Policy

The Group Anti-Money Laundering (AML) policy is a direct consequence of guidance available under the PureHealth Group Compliance policy, which is the overarching policy. The purpose of this policy is to describe the fundamental principles that all members of the Group must fully comply with AML and Combating Financing of Terrorism legal and regulatory framework and guidance issued by the Central Bank of UAE (CBUAE).

Anti-Bribery and Corruption Policy

Our Anti-Bribery and Corruption policy upholds the highest legal and ethical standards, aligning with Securities and Commodities Authority (SCA) guidelines, Commercial Companies Law, and UAE Anti-Bribery and Corruption regulations to ensure integrity across our operations.

Zero
confirmed cases of corruption

Insider Trading

This Policy aims to prevent insider trading and the unauthorised usage of Inside Information including Material Information and Non-public Information (MNPI) by Employees (including their Relatives), and Stakeholders with access to insider information. It ensures compliance with legal and regulatory requirements, protects the Company and our Stakeholders from illicit trading practices, and promotes ethical behavior, transparency, and investor trust. It offers guidance to Insiders on allowable actions and tools to maintain and uphold responsible corporate governance.

Dividends

The Board ensures that the distribution of the Company's profits is managed in a way that aligns with the best interests of both us and our shareholders. The approach to determining, declaring, and paying dividends is guided by applicable regulations and principles that prioritise financial stability and long-term shareholder value, ensuring transparency and fairness in all decisions. In our first full year listed on the Abu Dhabi Securities Exchange, we declared our first dividend of AED 343 million (20% of net profit) for FY2024 which reflects our strong financial performance, and commitment to delivering shareholder value.

Fraud Control

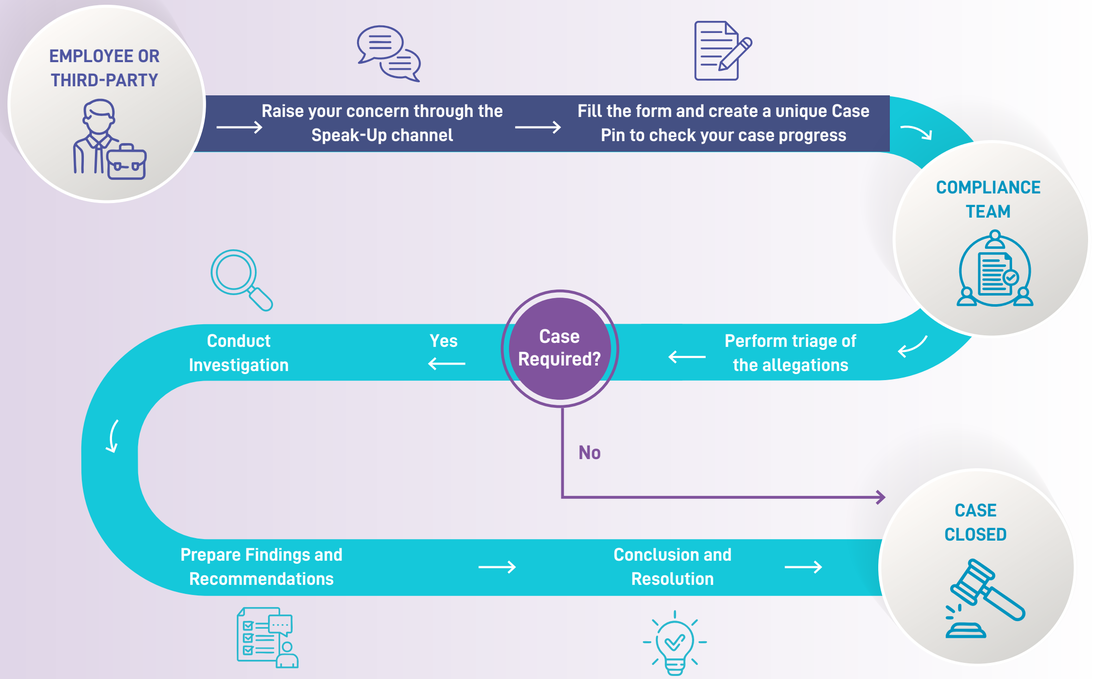
The policy sets out measures to prevent, detect and respond to fraud within PureHealth establishing clear procedures for reporting and addressing fraudulent activities.

Whistleblower Policy

At PureHealth, we are committed to the highest standards of transparency, integrity, and ethical conduct. We provide secure and confidential channels for reporting concerns, supported by clear policies and dedicated compliance oversight, to ensure our employees and third-parties can raise issues without fear of retaliation.

The Whistleblower Procedure outlines a structured process for reporting potential misconduct, including non-compliance, unethical behaviour, or illegal activities. Reports can be submitted through our secure online portal, with the option to include supporting documents or evidence. Upon receipt, the compliance team reviews each submission to assess credibility and determine the appropriate course of action. Employees and third-parties are able to track the progress of their report using a unique case ID to ensure regular updates and accountability.

All parties must adhere to the provisions of the Code which includes reporting any non-compliance, unethical acts, or illegal activities to the whistleblowing channel **speakup@purehealth.ae**

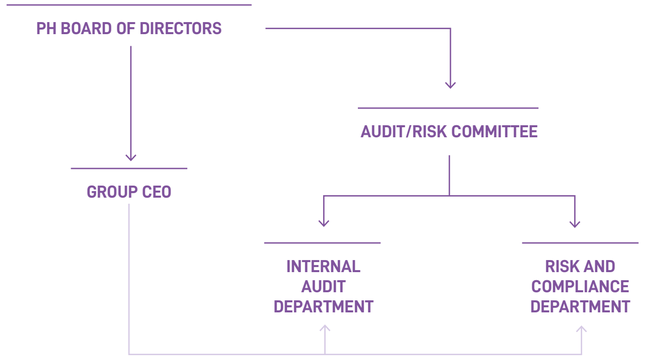


Risk Management and Business Continuity Plan

We believe effective risk management is fundamental to ensuring resilience, stability, and sustainable growth. We have a well-developed PureHealth Risk Management Policy that serves as a guiding foundation to systematically identify, assess, and mitigate risks for establishing our Risk Management Framework. Our comprehensive framework is integrated across all organisational levels, enabling us to navigate the evolving healthcare landscape effectively. The Audit, Risk & Compliance Committee ensures the risk management framework remains robust, adaptive, and responsive to the ever-evolving healthcare environment.

The Risk and Compliance Department, as the custodian of this policy, is responsible for maintaining its accuracy, relevance, and alignment with evolving business needs and regulatory requirements while ensuring that risk management practices remain robust and effective. Through this policy, we are committed to develop, implement, and embed a comprehensive risk management system, including policies, frameworks, tools, and templates.

Risk Management Responsibility Framework

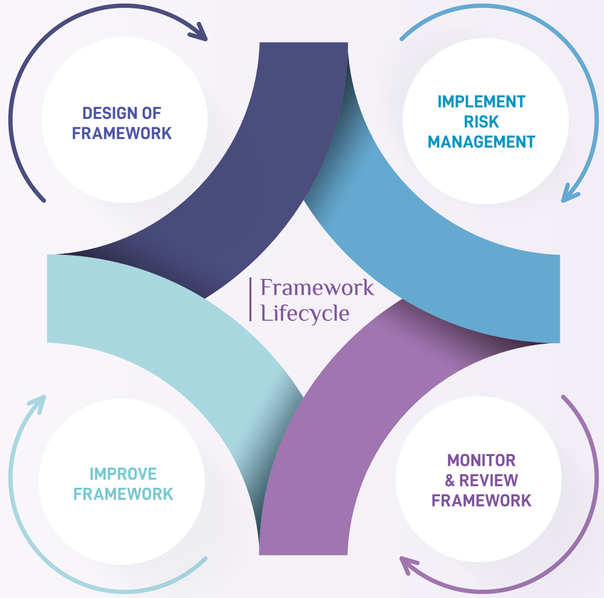


Our Principle Risks are:

- Market Dynamics and Competition
- Geopolitics
- Government Mandates and Evolving Regulatory Landscape
- Concentration of Assets and Services
- Patient/Customer Experience
- Attracting/Retaining Talent
- Cybersecurity
- Operational Disruptions
- Third Party Management
- Governance Practices

Risk Management Process

- Understanding the Risk Landscape
- Structured Risk Assessment: Proactive Risk Identification, Thorough Risk Analysis and Systematic Risk Evaluation.
- Targeted Risk Mitigation Strategies
- Continuous Monitoring and Transparent Reporting



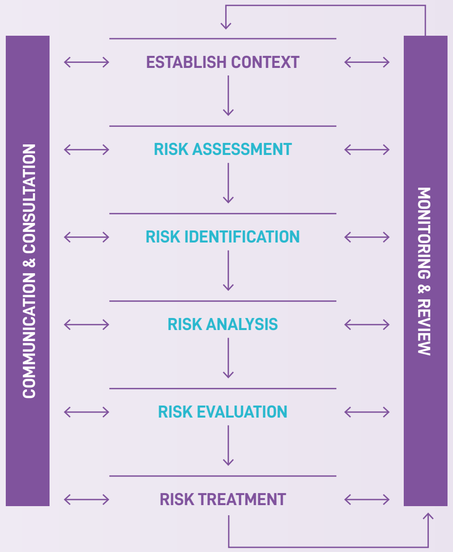
- Organisation and its Context
- Risk Management Policy
- Risk Strategy – Embedding Culture

- Framework and Process
- Training, Awareness,
- Communication, Consultation

- Evaluate Framework Effectiveness
- Identify Areas of Improvement

- Communicate Opportunities and Recommendations

PHG Risk Management Framework



To ensure a structured and transparent approach to risk identification and mitigation, risks within PureHealth can be grouped into common themes based on unique characteristics. These categories provide a systematic way to assess potential threats and opportunities, enabling a more proactive response to uncertainties.

To visualise and prioritise these risks effectively, we utilise a heat map that categorises risks based on their likelihood and impact. This diagram serves as a valuable tool for decision-makers, offering a clear representation of risk exposure and helping in resource allocation for mitigation efforts.

Heatmap

Likelihood						
Almost certain	5	5x1	5x2	5x3	5x4	5x5
Likely	4	4x1	4x2	4x3	4x4	4x5
Possible	3	3x1	3x2	3x3	3x4	3x5
Unlikely	2	2x1	2x2	2x3	2x4	2x5
Rare	1	1x1	1x2	1x3	1x4	1x5
		1	2	3	4	5
		Insignificant	Minor	Moderate	Major	Severe
		Impact Scale				

- Refers to the possibility that long-term decisions about the organisation's direction may expose it to losses and reputation damage. These decisions are often accompanied by major investments in capital and human resources.

- Refers to the possibility that an organisation's financial decisions may expose it to losses affecting its financial standing/viability, e.g., inadequate cash flow management, credit exposures, etc.

- Risk of losses due to failure of people, processes, systems, or through external events.

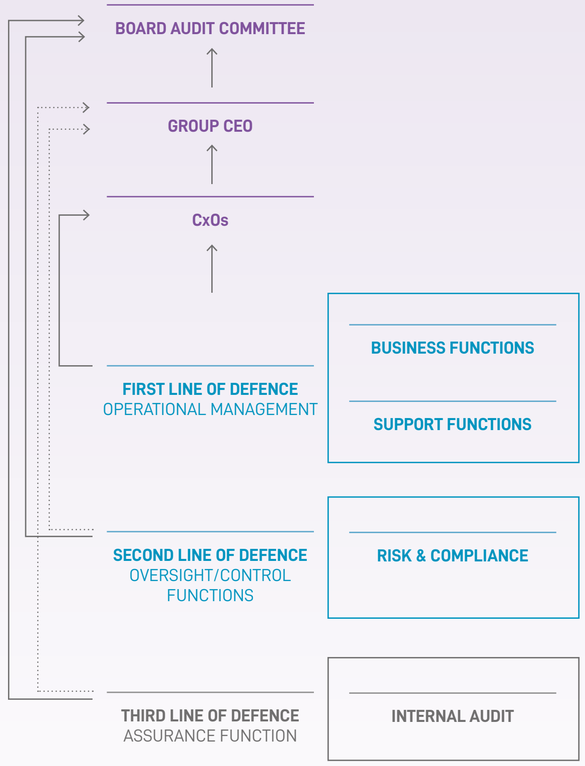
- Risk of loss or exposure due to failure to comply with laws, regulations, and mandatory standards.

Our Risk Management Policy and Framework follows global frameworks such as ISO 31000:2018 and Committee of Sponsoring Organisations (COSO's) Enterprise Risk Management Framework and other global best practices. Our Risk Management Strategy focuses on "Protecting Organisational Value" by fostering a risk-awareness culture and integrating risk-based decision-making where timely oversight, governance, and collaboration drive effective risk management. This is reinforced through regular engagement with stakeholders, training programmes, knowledge-sharing initiatives, and risk culture assessments. We also emphasise risk-based decision-making by ensuring that risks are assessed, monitored, and managed within acceptable thresholds. We do not only mitigate potential threats but also enhance its ability to seize growth opportunities with confidence by integrating risk considerations into strategic planning.

Through these efforts, we strengthen our risk management capabilities, enhance operational resilience, and ensure long-term sustainability. We ensure a holistic approach to managing uncertainties while safeguarding strategic objectives through structured risk management practices. To streamline this process, we have established clear guiding principles and defined roles and responsibilities, ensuring accountability, effective oversight, and seamless integration into daily decision-making and planning.

Stakeholder	Responsibilities
Board of Directors	Endorses the Risk Management Policy, sets the "tone from the top" by establishing risk appetite, and supports and oversees the Risk Management programme of PureHealth. Ensures implementation of the Risk Management policy is subject to independent review and audit.
Executive Management	Establishes governance mechanisms, policies, procedures, and resources to mitigate risks. Ensures PureHealth complies with regulations, including business continuity requirements.
First Line (Operational Management)	Implements PureHealth Risk Management Policy, Framework, and Tools. Embeds the risk management process in business activities, including identifying, assessing, treating, monitoring, and reporting risks.
Second Line (Risk and Compliance Management)	Monitors, reports, challenges, and advises on risk management implementation. Supports the Board of Directors with expertise, process excellence, and management monitoring.
Third Line (Internal Audit)	Evaluates risk management and controls within the First Line. Provides independent assurance via Internal Audit at PureHealth, reviewing the effectiveness of risk management processes.
Employees	Support risk management activities by identifying, assessing, and reporting risk events/incidents. Responsible for effective risk treatment and monitoring in their respective areas.

Operating Model – Three Lines of Defence



We also identified potential climate-related risks impacting our operations categorised by severity, likelihood, and timeframe through our comprehensive risk assessment process, using data analysis, strategic scenario planning, and stakeholder engagement.

- Data collection and Research
- Risk Assessment
- Risk Identification and Prioritisation
- High-Level Management Approach

Climate-related Risk Identification

Risk Category	Risk Description	Timeframe	Likelihood	Consequence Rating	Potential Financial Implications	High-Level Management Approach
Acute	Heat Waves	Short-term (0-2 years)	Almost certain	Moderate	Increased operation costs, Investments needed to diversify healthcare delivery to meet demand, reduced productivity and increased investment in staff training.	Implement heat stress protocols, provide hydration and cooling options, offer flexible work schedules to employees and diversify operational planning to reduce prolonged exposure to extreme heat conditions.
Acute	Extreme weather events damaging infrastructure (e.g., floods, sandstorms)	Mid to Long-term (3-10+ years):	Almost certain	Major	Repair and replacement costs, business interruption, loss of revenue.	Invest in resilient infrastructure, develop emergency preparedness plans, secure relevant insurance coverage.
Acute	Water scarcity impacting operations (e.g., disruptions to water supply)	Mid-term (3-5 years)	Likely	Moderate to Major	Increased water costs, operational inefficiencies, potential fines.	Implement water conservation measures, explore alternative water sources, collaborate with authorities for sustainable water management strategies.
Chronic	Rising sea levels affecting coastal facilities	Long-term (5-10+ years)	Almost Certain	Moderate	Investments directed towards adaptation measures to protect coastal infrastructure and healthcare facilities, rising insurance premiums.	Conduct vulnerability assessments, consider long-term adaptation strategies (e.g., relocation, infrastructure upgrades), engage with relevant stakeholders.
Chronic	Increased energy costs due to climate change	Long-term (5-10+ years)	Almost certain	Moderate	Increased utility bills, reduced profitability.	Invest in energy-efficient technologies, explore renewable energy options, optimise building management systems, raise awareness among employees.
Chronic	Changes in disease patterns impacting healthcare demand (e.g., vector-borne diseases)	Long-term (5-10+ years)	Almost certain	Major	Higher healthcare costs, potential need for specialised services, potential reputational damage.	Monitor emerging disease trends, strengthen surveillance and prevention programmes, collaborate with healthcare authorities and researchers.
Transition	Regulatory changes related to carbon emissions (e.g., carbon pricing)	Medium-term (3-5 years)	Likely	Moderate	Increased operating expenses, potential need for carbon reduction strategies, potential loss of competitive advantage.	Advocate for fair and predictable carbon pricing policies, monitor regulatory developments, implement strategies to reduce carbon footprint, explore carbon offsetting options.
Transition	Shifting consumer preferences towards sustainable healthcare	Medium-term (3-5 years)	Likely	Major	Increased investment in sustainable practices, potential loss of market share.	Integrate sustainability principles into operations (e.g., waste reduction, green procurement), develop eco-friendly offerings, communicate sustainability efforts to stakeholders.

Rafed's Business Continuity Planning for Climate-Related Disruptions

As part of our commitment to operational resilience, Rafed has developed a Business Continuity Plan (BCP) for recovering critical business processes during a crisis and to ensure uninterrupted services under the Strategic Medical Stockpile (SMS) contract. The BCP was developed in accordance with PHG's Business Continuity Policy, a confidential document strictly for Pure Health Group employees that outlines structured procedures to ensure operations are maintained at an acceptable level and restored as quickly as possible and to respond to disruptions, prioritise critical business functions, resources required for recovery and restore operations efficiently. It focuses on protecting essential human, reputation, physical, and information assets while ensuring a well-coordinated recovery process. A Crisis Management Team (CMT) has been established to oversee disaster response and maintain business continuity, aligning with our broader Business Continuity Policy.

Compliance Management

We are deeply committed to upholding the highest standards of ethical conduct and compliance to group-wide internal policies and procedures recognising these as fundamental to our long-term success. Our approach to compliance management is designed to ensure operational integrity and build lasting trust with all our stakeholders. Our leadership sets the tone from the top, fostering a strong culture of compliance throughout the organisation, while our Board of Directors provides strategic oversight and direction. The Risk and Compliance department is responsible for implementing and monitoring a robust compliance programme that aligns with the highest international standards. We have established a structured compliance framework based on ISO 37301 and global best practices to ensure effectiveness and accountability. In 2024, we focused on streamlining and automating our compliance processes by introducing a robust platform.These enhancements have significantly improved the efficiency of our programme and laid a strong foundation for continued progress in 2025 and beyond.

Compliance Management Framework

Our Compliance Management Framework serves as the blueprint for embedding compliance into every facet of our operations. In 2024, we made significant progress across the framework's key components, and in 2025, we will continue to enhance and expand these initiatives.

1. ORGANISATIONAL CONTEXT

Our Compliance Management Framework ensures alignment with laws, regulations, and industry standards. In 2024, we strengthened governance and compliance mandates to meet evolving requirements. In 2025, we aim to standardise compliance practices across our healthcare facilities and enhance monitoring of adherence.

2. COMPLIANCE MANAGEMENT SYSTEM

Our Compliance Management System acts as the central hub for policies and procedures, promoting a culture of compliance across all levels. In 2024, we achieved ISO 37301 certification and aligned processes across all PureHealth entities. In 2025, we will enhance the programme through internal and external assessments and deepen compliance engagement across the group.

3. TRAINING AND AWARENESS

Our comprehensive training programme ensures employees, contractors, and partners understand their compliance responsibilities. In 2024, targeted sessions on sanctions, supplier due diligence, and best practices strengthened our compliance culture. In 2025, we will expand training to address emerging risks and further promote ethical conduct.

4. CONTINUOUS IMPROVEMENT

Through our Compliance Management Framework, we continuously monitor and improve compliance processes. In 2024, we streamlined and automated key activities using advanced tools, boosting efficiency and effectiveness. In 2025, we aim to further enhance monitoring and tracking capabilities to drive continuous improvement.

5. ENGAGEMENT AND TRANSPARENCY

We maintained a strong compliance culture through regular communication and transparent stakeholder engagement. In 2025, we will strengthen this culture with targeted campaigns and periodic updates across all PureHealth entities.

6. ASSURANCE AND RISK ASSESSMENTS

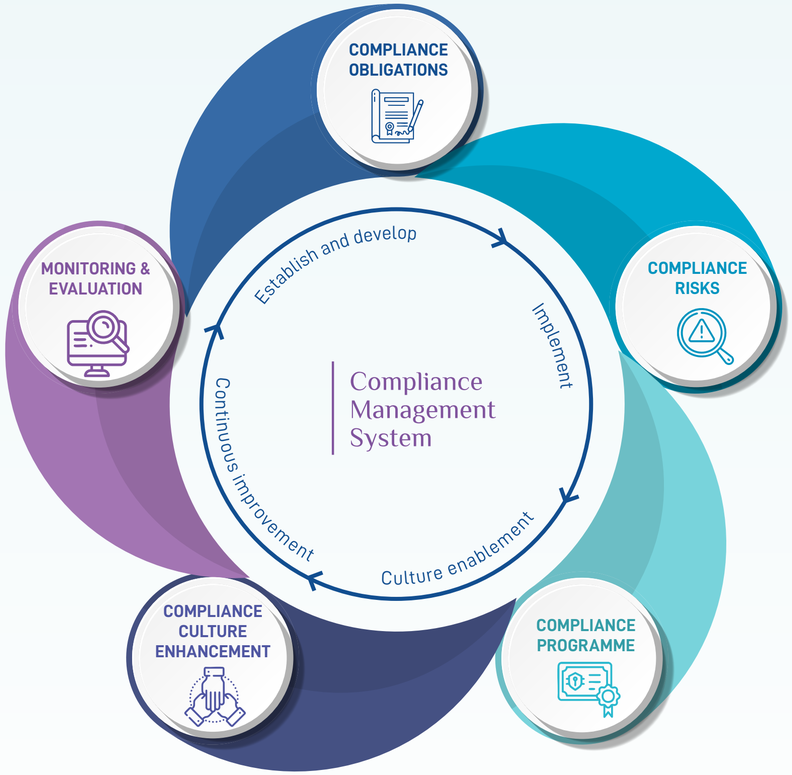
We conducted targeted assurance assessments in 2024, enabling proactive risk mitigation through corrective actions to ensure accountability and best practice alignment. In 2025, we will introduce a self-assurance framework to independently identify gaps and drive continuous improvement.

7. TECHNOLOGY AND PROCESS ENHANCEMENT

In 2024, we advanced compliance automation by digitising conflict-of-interest, Code of Conduct, and Whistleblowing declarations. We also launched a Compliance Service Desk to streamline enquiry resolution. In 2025, we aim to implement a comprehensive solution to automate risk assessments, obligation tracking, and supplier disclosure verification.

Compliance Mandate

In 2025, we will build on past efforts to standardise operational compliance frameworks across our healthcare facilities, ensuring consistency and alignment with international best practices. These initiatives will further embed a culture of compliance and strengthen stakeholder trust.



Securing Data Privacy

Data privacy is a fundamental pillar of our governance framework and therefore we implement robust security measures, compliance protocols, and advanced technologies to safeguard sensitive information. We have an Information Security Policy which defines and communicates the information security practices applicable across our Group. We ensure the highest standards of data protection, reinforcing trust and transparency across all our operations, through strict policies, continuous monitoring, and employee training.

Data and Information Security

We believe digitisation is the future of healthcare, driving efficiency, security, and innovation. As an industry leader in cloud-based healthcare solutions, we prioritise data privacy and information management with the utmost care. Our information Sharing and Disclosure Policy outlines our approach in engaging with our shareholders, ensuring transparency, equality, and consistency in sharing all relevant information and disclosures whilst adhering to high corporate governance standards and applicable laws and regulations governing a public joint stock company in UAE. It applies to all forms of communication and information shared between the Company, our shareholders, and the public including but not limited to annual and periodic reports, press releases, and investor presentations.

We prioritise the protection of digital identities through strong security protocols and enforce the use of strong, unique passwords and have implemented Multi-Factor Authentication (MFA) like a code send to mobile or a fingerprint across our systems, effectively blocking 99.9% of automated cyberattacks. We significantly reduce risk and uphold the highest standards of data integrity for our people and partners by embedding these practices into our operations.

Our robust measures and stringent data protection protocols ensure patient information remains secure, fostering trust and confidence. During the reporting period, no material data breaches were recorded, and there were no significant monetary losses arising from legal proceedings related to data privacy or information security. We not only protect against emerging threats but also uphold the highest standards of integrity and diligence, with a firm commitment to safeguarding sensitive data.

Cybersecurity

PureCS serves as the centralised technological hub for the PureHealth Group, providing IT systemisation and solutions across all assets, developing key initiatives such as the Pura super-app, Dawak platform, and PureNet.

Leadership in Cybersecurity

Becoming the first healthcare entity to integrate with the National Security Operations Center (NSOC), ensuring robust protection for operations and data through enhanced security services.

PureCS is a trusted cybersecurity leader, driven by innovation and resilience, dedicated to protecting critical operations and data with smart policies and cutting-edge technologies. Its comprehensive services include threat intelligence, breach simulations, audits, and expert advisory, all designed to strengthen operational security. With a 24/7 Security Operations Centre (SOC) serving clients in both the UK and the UAE, PureCS ensures continuous monitoring, rapid threat detection, and swift incident response. Through the adoption of next-generation technologies and red, blue, and purple teaming exercises, PureCS delivers proactive threat hunting and robust defence, keeping organisations secure in an ever-evolving digital landscape. PureCS has successfully obtained the ISO 27001:2013 Information Security Management certification to ensure the security of data.

Moreover, Daman, PureHealth's insurance division, has taken proactive steps to uphold the highest standards of data privacy and information security, earning the ISO/IEC 27001:2013 accreditation and the Abu Dhabi Health Information and Cyber Security Standard Certification. We have partnered with the UAE Cyber Security Council to enhance healthcare cybersecurity, aligning with the UAE's digital vision and collaboration enables intelligence sharing, joint incident response, malware threat assessments, and specialised training.

In 2024, we maintained a strong cybersecurity performance with no incidents related to significant data breaches reported across our operations.

Raising the Standard of Care

Our vision of unlocking time for humanity is deeply rooted in advancing health equity. We harness technology to close gaps in healthcare access and outcomes, ensuring that care is not limited by social, geographic, or economic barriers.

We are making innovative healthcare solutions accessible to all, fostering a healthier and more inclusive future, from virtual healthcare assistants to personalised medicine and preventive care. We are committed to making high-quality healthcare accessible to all, promoting sustainability and equity in healthcare delivery by strategically directing investments towards operational improvements and digital innovation.

Quality Management

We are bound to health equity, recognising quality healthcare as a fundamental right, not a privilege. Therefore, we strive to democratise healthcare, ensuring inclusivity and accessibility for all through innovative digital tools and operational advancements.

We are committed to upholding the highest medical standards across our value chain, ensuring trust among patients and healthcare professionals. Many of our facilities are accredited by prestigious national and international organisations, including the Commission on the Accreditation of Rehabilitation Facilities (CARF), and the UAE Ministry of Health and Prevention.

Clinical Review and Quality Management in SSMC

The tools used for clinical review practices in SSMC such as clinical audit, six sigma, PDSA, root cause analysis, statistical process control, LEAN and H-FMEA. Also, in SSMC we have the following quality scope:

Patient Safety Programme
- Proactive risk management
- Incident Management Programme
- Good catch awards and recognition
- Care reviews Morbidity and Mortality
- Culture of safety survey and action follow-up
- Clinical Complaint Management
- Failure Mode Effect Analysis

Accreditation and Excellence
- JCI Accreditation (Academic Medical Center)
- Continuous JCI survey readiness
- Service Certifications and Center of Excellence
- JCI communication and education – JCI pulse

Policy Management
- Policy development, review, and approvals.
- Policy publishing, control, and maintenance
- Policy monitoring and education

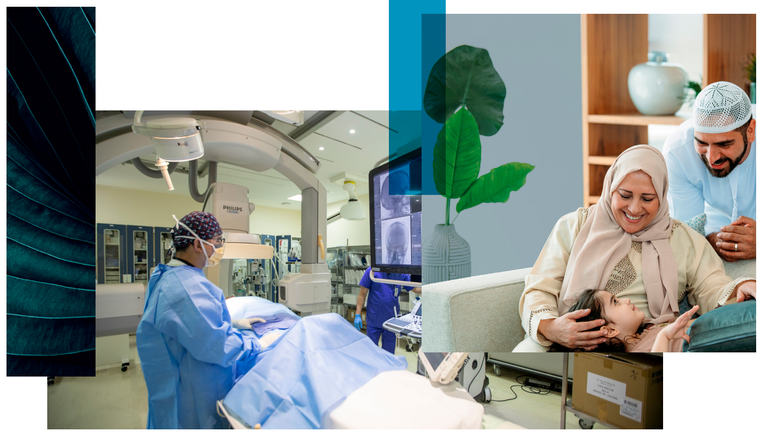
Occupational Health and Safety
- Ensure Compliance with OSHAD
- Staff-related incident management
- Hazard Based Risk management
- Contractor management

KPI and Performance Improvement
- JAWDA Data Certification
- Muashir index
- JAWDA KPIS and CPG measures
- Hospital Quality Index (HQI)
- Daman Medical Quality KPIs
- Clinical Practice Review Programme

Regulatory Compliance
- DOH ranking audit
- Facilitation of new services licensing
- Self-assessment based on the regulatory and accreditation requirements
- DOH Center of Excellence Certification

Quality Improvement
- Sharing lessons learned and system improvements
- DMAIC/PDSA-Performance improvement projects

Partnership And Liaison With Services
- Quality Triad partnership
- Patient experience partnership and clinical complaints management



Accessibility and Infrastructure

Our "Healthcare in the Cloud" strategy reflects our commitment to making healthcare more accessible, efficient, and sustainable through advanced digital technology. We are building a connected healthcare ecosystem by integrating core digital assets such as Riayati and PureNet etc, that supports healthcare providers by strengthening accessibility across the UAE. In 2024, by leveraging the Pura super-app and digital twin technologies, we enabled personalised, preventive care while reducing the environmental impact of in-person visits. The app facilitated over 430,000 teleconsultations, contributing to lower patient travel and optimised resource use.

At the center of this strategy is a focus on accessibility at every stage of the patient journey from prevention and early intervention to treatment and recovery. We are transforming operations, reducing denial rates, and enabling real-time insights that support proactive, data-driven care through cloud-enabled platforms. This results in shorter wait times, simplified administrative processes, and a more seamless and personalised patient experience.

Our ongoing investment in digital solutions is not only modernising healthcare delivery but also ensuring equitable access to essential services, especially in women and children's health. We are driving a shift from reactive sick care to preventive wellness, setting the stage for a healthier, more inclusive future by embedding technology into the foundation of care.

With "Cloud-Driven Accessibility for Smarter Healthcare," we are bridging care gaps, unifying services, and redefining healthcare delivery through the power of integrated digital infrastructure.

Insurance

The Insurance contracts are those where we accept significant insurance risk from a policyholder, assessed on a contract-by-contract basis, considering all legal and regulatory obligations. We apply judgment to determine if a contract transfers insurance risk and if the risk is significant. The reinsurance is used to mitigate risk, provided it substantially transfers the insurance risk of underlying contracts. We have no self-insurance policies, investment contracts with discretionary or direct participation features, or contracts requiring unbundling under other IFRSs.

Revolutionising Healthcare through Research and Innovation

We are revolutionising healthcare through technology, driving greater accessibility, efficiency, and impact worldwide. By harnessing digital innovation, we are reshaping patient care to be more inclusive and proactive.

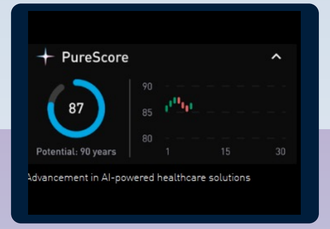
Our commitment to health equity is rooted in collaborative innovation, ensuring that advanced healthcare solutions reach everyone. We are shifting the focus toward preventative care through digitalisation, empowering individuals with cutting-edge tools to take control of their wellbeing. We are improving healthcare by unlocking the potential for human longevity to transform lives.

Advanced Research

Our R&D ecosystem powered by over 700 researchers, 200+ clinical trials, have contributed to 370+ scientific publications, including 50+ in top-tier journals like Nature and strategic academic partnerships like the one with Mohamed bin Zayed University of AI focused on advancing the Pura AI Engine and contributing to the Human Phenotype Project, advancing the UAE's vision to become a global life sciences hub by 2030 through locally led, frontier innovations. We also collaborate with Khalifa University to foster innovation and support PhD research in healthcare and AI. Our partnership with Dell Technologies is enabling the integration of generative AI across our healthcare services enhancing diagnostics, accelerating clinical decision-making, and enabling more personalised treatment pathways.

Digitalisation

Digitisation is transforming the way we deliver care, enhancing efficiency, improving patient outcomes, and enabling smarter, data-driven decisions. We are creating seamless, personalised healthcare experiences and paving the way for a more connected, innovative future by integrating advanced digital tools across our systems.



Pura – Healthcare App

Our AI-enabled health app, Pura, providing personalised data for better wellbeing had seen a surge in users since its soft launch in October 2023, with over 575,000 users. In 2024, we made a key update in the super app and digital front door with launch of a diabetes care module, offering real-time glucose tracking, personalised meal plans, and integration with continuous glucose monitoring wearables to track health metrics such as glucose levels, heart health, and sleep quality. It also connects to our Diabetes Command Centre, allowing secure physician access to patient data, and became the only UAE app linked to a physical health infrastructure for diabetes care. It features a PureScore, an evidence-based health score, and gamification with FitCoins for rewards and over 5.7 million FitCoins have been redeemed, with 65% of users engaging in wellness challenges. The implementing of AI-driven analytics and predictive care models has enhanced clinical decision-making and patient care across our network.

Pura-Healthcare app

575,000+

users

Remote/Teleconsultation

Our hybrid technology platform seamlessly connects remote and in-hospital healthcare services, enhancing patient access to specialised care in underserved regions. This initiative, led by our subsidiary SEHA, aligns with the group's vision of leveraging digital innovations to redefine healthcare accessibility. After a successful pilot phase, the service is now available to residents of the Al Dhafra region, enabling them to visit SEHA-affiliated facilities for remote consultations and medical examinations with doctors from our wider network. The platform ensures real-time specialist care in fields including cardiology, neurology, endocrinology, and oncology equipped with advanced digital diagnostic tools such as video scopes and digital stethoscopes.

'Digitisation is transforming the way we deliver care, enhancing efficiency, improving patient outcomes, and enabling smarter, data-driven decisions.'

Sakina – Mental Health Platform

Sakina is a comprehensive mental health platform in alignment with Abu Dhabi's mental health strategy. "Sakina" stands for the "spirit of tranquillity" or "peace of reassurance".

- Aims to provide holistic mental healthcare, offering a range of services such as outpatient mental health hubs, neurodiversity centres, inpatient institutes, satellite clinics, and homecare.
- Address diverse needs, including early intervention, rehabilitation, and support for at-risk populations for example the elderly, children, people of determination, and disorders.
- Supported by a network of 32 satellite clinics, mental health hubs, dedicated Sakina call centre and integrated clinics, staffed with over 369 clinical professionals.

Sakina has recently introduced Sakina for Children, a dedicated centre for neurodiversity offering a comprehensive range of clinical services for developmental challenges.

- The centre provides paediatric consultations, diagnostic assessments, therapeutic interventions, and tailored support for families and caregivers.
- Services are available in both English and Arabic and are delivered by internationally trained mental health professionals with a deep understanding of cultural context.
- Areas of expertise span neurodevelopmental paediatrics, child and adolescent psychiatry and psychology, specialised therapies, nutrition support, and psychoeducational workshops.
- Aims to be a guiding light for neurodiverse individuals and their families, committed to driving meaningful and lasting impact.

Sakina is a comprehensive mental health platform in alignment with Abu Dhabi's mental health strategy. “Sakina” translates to the “spirit of tranquillity” or “peace of reassurance” in the Arabic language.

Health Tech Infrastructure

We develop specialised health tech infrastructure solutions such as PureNet to address the unique healthcare needs of our communities. We are committed to building a strong digital infrastructure to drive healthcare accessibility. We are developing tailored digital solutions for healthcare facilities, pharmacies, insurance services, and procurement operations, creating a seamlessly connected and efficient healthcare ecosystem through initiatives such as the Riayati Platform and PureNet.

Riayati – Medical Records

The Riayati platform streamlines patient care by providing healthcare providers with seamless access to medical records, enabling early diagnosis, improved treatment plans, and enhanced efficiency. The platform has securely aggregated 610 million medical records, providing access to over 19,000 healthcare providers across 661 medical facilities, significantly enhancing patient care coordination. It has also achieved 92.72% onboarding of all hospitals in the Northern Emirates.

PureNet and its Services

PureHealth's Health-Tech SaaS platform, leverages cloud computing to connect healthcare providers, digitise patient records, streamline operations, and enhance patient engagement.

- Designed for seamless integration with existing systems, PureNet drives cost-effective innovation while enhancing healthcare management.
- Enabling more than 84 services within PureNet and onboarding more than 13 facilities, transforming healthcare delivery with enhanced care quality and operational efficiency.
- Vision is to unify services, eliminate fragmentation, and drive digital healthcare advancement in the UAE.

The following are services under PureNet:

- The Laboratory Information System (LIS) as a Service was launched on the secure PureCloud platform, powered by PureNet. This cutting-edge solution transforms laboratory operations by allowing labs to concentrate on their core expertise while leveraging advanced technology. LIS as a Service sets a new standard for innovation, enhancing service quality and driving exceptional operational efficiency.
- PureNet successfully completed the Patient Registry and Core Data implementation, marking a key milestone in enhancing data integrity and ensuring consistent access for healthcare professionals. This centralised repository of critical clinical information supports seamless integration, improves patient experience, and helps reduce service time.
- As part of PureNet Solutions, PureCS successfully implemented the Health Information System (HIS) and ERP at Sheikh Khalifa Hospital in Fujairah, aiming to improve patient care and streamline operational efficiency.

Corporate Solutions and Managed Services

PureCS introduced PureHub, a robust centralised ERP platform developed to unify and streamline operations across the PureHealth Group. PureHub enhances operational efficiency and ensures secure integration across business functions by standardising processes, optimising resource management, and enabling real-time, data-driven decision-making. Furthermore, PureCS successfully scaled our Managed Services, integrating all PureHealth Group entities to better meet the evolving needs of the business and its customers.

Dawak – Digital Pharmacy

Dawak is a digital pharmacy platform in Abu Dhabi that delivers medicines and health products directly to patients' homes. The platform's new features make it easier for users to get their medications, submit insurance claims, and manage their prescriptions, while also reducing the workload for pharmacists. The "External Prescription" feature allows patients to upload prescriptions from any medical facility in Abu Dhabi or Dubai directly through the Dawak app, with medications conveniently delivered to their door.

Partnerships and Collaborations

We understand strategic partnerships and collaborations are essential to drive innovation, enhance healthcare outcomes, and create lasting impact. We accelerate progress in medical research, talent development, and healthcare accessibility by working closely with governments, industry leaders, and community organisations to strengthen our ability to deliver world-class solutions and shape the future of healthcare.

Healthcare Leaders Summit

In September 2024, PureHealth and Forbes Middle East hosted the Healthcare Leaders Summit in Abu Dhabi, under the theme "Beyond Boundaries: Advancing Health Towards Longevity." The event brought together healthcare experts, policymakers, and industry leaders to explore key topics such as AI in healthcare, biotechnology innovations, regenerative medicine, and holistic wellbeing. Discussions also addressed public and private partnerships, disease prevention, and corporate wellness.

Active Abu Dhabi

Active Abu Dhabi a collaboration between Emirates Foundation us, engaged over 16,000 students by the end of 2024 through ADEK school Talks and activities. Which was led by founder Mansour Al Dhaheri. The initiative promotes physical activity, mental resilience, and holistic wellness. The sessions integrated real-life endurance challenges to emphasise goal setting, overcoming adversity and teamwork. Active Abu Dhabi further enhances its content by involving more athletes, fostering a community wide movement towards health, environmental awareness, and youth empowerment.

Arab Health 2024

At Arab Health 2024, held at the Dubai World Trade Centre, we served as the event's National Healthcare Champion, engaging with over 50,000 visitors and 3,500 companies from more than 180 countries. Our focus was on longevity, healthy lifespans, and reverse aging, driven by proactive health management, early intervention, and personalised care. We showcased advanced technologies such as Generative AI, our global expansion plans, and our sustainability strategy, including innovations like Dawak, our digital pharmacy platform.

Royal College of Surgeons in Ireland (RCSI) - University of Medicine and Health Sciences

In collaboration with RCSI University of Medicine and Health Sciences, we have successfully concluded our inaugural Executive Leadership in Healthcare Management programme, offered exclusively to UAE Nationals. This three-month initiative, tailored for our leaders, was designed to advance Emirati talent development in line with our Emiratisation objectives. A total of 27 UAE Nationals completed the programme, gaining the leadership skills needed to help shape the future of Abu Dhabi's healthcare sector.

The programme included modules on resilient leadership, change management, conflict resolution, and strategic planning, preparing participants to navigate healthcare complexities. After the programme, participants developed their skills through Individual Development Plans and mentored emerging talent, supporting Abu Dhabi's Economic Vision 2030 to build a skilled UAE national workforce.

Planetree

SEHA, our subsidiary and one of the UAE's largest healthcare networks, partnered with Planetree during the UAE's 2024 'Year of Patient Experience' to enhance care across its facilities. The initiative embeds evidence-based practices focused on empathy, compassion and personalised care, strengthening Abu Dhabi's position as a leading hub for patient-centred healthcare in the MENA region.

4th Abu Dhabi Integrated Mental Health Conference

The 4th Abu Dhabi Integrated Mental Health Conference, hosted by SEHA in January, focused on enhancing mental healthcare, reducing stigma, and integrating mental health services. The conference gathered global experts to discuss innovations and strategies for improving mental wellbeing in the UAE.

12th Emirates Oncology Conference (EOC)

The 12th Emirates Oncology Conference (EOC), hosted by SEHA's Tawam Hospital, concluded in Abu Dhabi, bringing together over 3,500 healthcare professionals to discuss advancements in cancer treatment. With cancer being the third leading cause of death in the UAE, EOC 2024 emphasised early detection, precision treatments, and AI-driven oncology solutions. It featured 35 sessions and 18 workshops, covering key topics for example immuno-oncology, molecular tumour boards, and personalised medicine to align UAE's cancer care with global standards and advancing patient-centered oncology solutions, positioning the country as a hub for world-class cancer treatment.

Chapter 3
Sustainability Legacy

At PureHealth, we recognise our opportunity to lead with purpose, ensuring that our growth contributes meaningfully to national priorities and global sustainability goals beyond driving business success. This chapter outlines the foundation and future of our sustainability journey, where we apply a double materiality assessment to identify and prioritise the issues that matter most to our stakeholders and to our long-term success. Under the leadership of our Group CEO, supported by the Group Sustainability and Social Impact team, our ESG strategy is embedded across all levels. With dedicated ESG Points of Contact driving action on the ground, we continue to strengthen our sustainability legacy to create lasting value for people, communities and the planet.

Approach

We aim to address the below topics:

ESG Governance and Oversight
Ensuring leadership accountability and cross-functional implementation via dedicated teams and ESG Points of Contact across all entities.

Materiality and Impact Assessment
We adopt a double materiality approach to prioritise topics that are impactful to society, environment and economy.

ESG Strategy and Integration
Embedding sustainability across operations through a defined ESG framework, ambition, and governance aligned with UAE's strategic vision.

2024 Progress

Strengthened ESG Integration
The ESG strategy continues to guide decision-making across our entities, with dedicated teams responsible for implementation and reporting.

Advanced Materiality Assessment
The double materiality methodology ensures our priority issues reflect both stakeholder perspectives and business relevance.

Defined Strategic Pillars
Operationalised our sustainability pillars across all business units, using them to guide initiatives.

SDGs Mapping:

03

Letter from the Chief Sustainability Officer

LEYA ALDAMANI

At PureHealth, we believe that health is at the heart of thriving communities, resilient economies, and a sustainable planet. Our vision is to create lasting impact for future generations by going beyond clinical care, advancing social equity, protecting the environment, and strengthening community resilience.

A healthcare system cannot thrive in isolation from the natural systems that sustain life. This conviction guides our ambition to reimagine healthcare with sustainability and climate resilience at its core.

We are proud to be one of the first healthcare organizations in the UAE and the Middle East to embed climate action and resilience at the core of our operations. Healthcare accounts for 5% of global emissions, and climate change is already shaping our region. Decarbonization is therefore not optional, it is central to safeguarding health today and securing the future.

From decarbonizing our infrastructure to investing in community wellbeing, we are determined to build a healthcare system that protects human life while respecting planetary boundaries.

Our environmental agenda is broad and ambitious:

- **Decarbonizing operations** by transitioning to renewable energy, improving efficiency, and reducing emissions across our supply chain.
- **Building climate-resilient infrastructure** designed to withstand future shocks while lowering environmental impact.
- **Embedding circularity** through waste reduction, water stewardship, and increased use of sustainable materials.

These efforts complement our social impact initiatives, which focus on the determinants of health - access, education, mental wellbeing, and inclusion. By investing in community development, fostering inclusion, empowering youth, and supporting vulnerable populations, we contribute directly to the UAE's national development goals. Each initiative is designed to create measurable impact, guided by the belief that strong, healthy communities are partners in building a resilient, equitable, and future-ready nation.

This report highlights how we are driving positive social impact through innovative healthcare delivery, while supporting environmental sustainability and aligning with the UAE Net Zero by 2050 agenda and the UN Sustainable Development Goals.

Whether it is reducing our environmental footprint, collaborating with partners to drive climate resilience, or nurturing community wellbeing, we act with purpose and accountability.

Looking ahead, we will continue to challenge ourselves and our partners to innovate, collaborate, and act with urgency. We will measure progress not just in the resilience of our infrastructure, but in the resilience of the communities and ecosystems we serve.

> Sustainability is no longer about doing less harm. For PureHealth, it is about creating lasting value for individuals, societies, and the planet. That is our legacy in the making.

Prioritising Impact

At PureHealth, making lasting positive impact is at the heart of everything we do and therefore, Sustainability and Social Impact are central to our mission of promoting longevity for both people and the planet. We ensure that our growth drives positive changes for individuals, communities, planet and the future of healthcare by aligning our strategies with meaningful outcomes.

Our Sustainability Journey

Our sustainability journey is a continuous pursuit of impact, innovation, and responsibility since 2006 from our inception till date. We aim to actively engage the global healthcare community to raise awareness, inspire support, and drive meaningful action toward a healthier, more sustainable future.

2022

Net Zero Commitment and Launch of Decarbonisation Strategy
PureHealth sets Net Zero emissions target by 2040 in alignment with Science Based Targets (SBTi).

Net Zero Strategy
PureHealth launched its Net Zero Strategy.

Race to Zero
PureHealth joins UN-backed Race to Zero Initiative in Dec 2023.

PureHeroes Platform Established
PureHealth launched PureHeroes, a platform dedicated to managing healthcare volunteers.

ADX Listing
PureHealth gets listed on Abu Dhabi Securities Exchange in Dec 2023 and becomes a Public Joint Stock Company.

Longevity 2.0
Launched the largest longevity trial with 3000+ participants.

Pura super-app launched
PureHealth launched the Pura super-app, an AI-powered app that combines healthcare with artificial intelligence.

2023

Brand Identity Unveiled
PureHealth unveiled the future of healthcare in its new vision, brand identity and brand promise of advancing the science of longevity.

Longevity
Launched the first longevity trial in the Middle East with 100+ participants.

Decarbonisation Agenda
PureHealth completed the first carbon footprint exercise across the entire group.

2024

Provisional "AAA" MSCI Rating

Validated SBTi Targets

First CDP Climate Change Disclosure

Healthcare Company of the Year

Conducted first materiality assessment and climate risk assessment.

ESG Ratings Maturity (LSEG/Refinitiv, Sustainalytics)

SEHA Achieves the Highest In-Country Value (ICV) Score in the UAE
SEHA was scored 81% and was ranked as the highest ICV certified healthcare company in the programme.

Great Place to Work Certified
PureHealth was recognised on the Best Workplaces Lists in UAE 2024.

Inaugural Sustainability Report
PureHealth publishes its Sustainability report 2023 aligned with global frameworks (GRI, TCFD, ISSB, ADX Guidelines, UNGP, UNSDG, SASB).

Double Materiality Assessment

At PureHealth, materiality assessment is more than a compliance exercise, it is the starting point that shapes our entire approach to our sustainability journey. The assessment provides the basis for developing a clear, actionable sustainability strategy and roadmap by identifying our most critical focus areas, ensuring we direct our efforts where they matter most. We identify the most relevant impact, risks and opportunities that could affect our business in the short, medium and long term through an ongoing process of evaluating environmental, social, and governance factors. We aim to address challenges effectively and align our efforts with sustainable growth, while considering both the direct and indirect impacts we have on people, the planet, and our value chain by focusing on these material topics.

We conducted our first Double Materiality (Impact and Financial) assessment in 2024 which was published in our previous Sustainability Report. Building on this foundation, we undertook a comprehensive refresh of our Double Materiality assessment to ensure alignment with evolving industry standards and current business priorities. The below structured approach allows us to focus our resources effectively, ensuring our ESG efforts drive meaningful change.

TOPIC REVIEW AND UPDATE:

We began by conducting analysis of both global and UAE-based peers, examining their ESG practices to identify industry trends and benchmarks. Furthermore, we explored sector-specific materiality maps from leading ESG rating providers, relevant sustainability frameworks, including GRI Standards 2021 and the 17 UN SDGs, ensuring that our material topics reflect both current and future industry challenges.

STAKEHOLDER CONSULTATION:

The prioritisation of the material topics was conducted as a collaborative process based on stakeholder feedback to gain insights into stakeholder perspectives and foster a shared purpose. This consultation focused on assessing the scale, scope and likelihood of the associated risks and opportunities of the material topics. We established clear boundaries for each material topic by providing precise definitions and mapping them to the GRI Standards and UN SDGs, thereby enhancing our ability to effectively measure and report our ESG performance.

MATERIALITY UPDATES:

This year's refresh reflects a deliberate and strategic effort to refine and elevate our materiality focus. The key changes in our materiality results were driven by the goal: first, to streamline the list by combining overlapping or closely related topics for greater clarity and coherence; and second, to realign our material issues more closely with PureHealth's current business priorities and long-term sustainability vision. As a result, our material topics were consolidated from 22 to 15. This reduction primarily stemmed from the consolidation of topics to remove redundancies and focus on areas of highest relevance. We also introduced two new topics, Employee Health and Wellbeing and Economic Performance and Value Creation, to capture emerging strategic themes and evolving stakeholder expectations.

We have refreshed the financial materiality and impact materiality scoring in a high-level manner based on PureHealth's current practices, streamlined list of material topics, industry trends and national and global contexts. These adjustments ensure our materiality landscape remains focused, forward-looking, and better aligned with PureHealth's vision of sustainable growth.

Additionally, we refined the categorisation of materiality levels to better capture the dynamic nature of ESG priorities transitioning from Very High, High, and Moderate, to the following three-tier framework:

Priority:
Issues that have the most significant impact on our business and stakeholders.

Relevant:
Important topics that influence our operations and stakeholder decisions.

Emerging:
Evolving issues that could shape our ESG landscape in the future.

List of Material Topics

Climate Change

The approach targets Greenhouse gases (GHG) reductions across Scopes 1, 2, and 3 including green mobility while enhancing climate resilience and enabling a just transition to a low-carbon economy.

GRI:
GRI 305: Emissions 2016

ADX:
ADX- E10. Climate Risk Mitigation

SDG:

Patient Centricity

Patient-centered care prioritising individual needs through personalised, high-quality services and shared decision-making.

GRI:
GRI 416: Customer Health and Safety 2016

SDG:

Digital Transformation and Innovation

Adopting digital technologies to streamline processes, boost efficiency, and stay ahead in a dynamic market.

SDG:

Economic Performance and Value Creation

Driving sustainable financial growth and long-term value through innovation, efficiency, and responsible business practices.

GRI:
GRI 201: Economic Performance 2016

GRI 203: Indirect Economic Impacts 2016

SDG:

Sustainable Infrastructure and Resource Management

A balanced approach to infrastructure and resource use that ensures long-term environmental, social, and economic sustainability.

GRI:
GRI 302: Energy 2016

GRI 303: Water and Effluents 2018

ADX:
ADX- E3. Energy Usage

ADX- E4. Energy Intensity

ADX- E4. Energy Mix

ADX- E6. Water Usage

SDG:

Talent Management and Development

A strategic approach to attract, retain, and develop diverse talent, including Emiratis, to meet goals and drive long-term success.

GRI:
GRI 404: Training and Education

GRI 401: Employment 2016

ADX:
ADX- S3. Employee Turnover

ADX- S5. Temporary Worker Ratio

ADX- S11. Nationalisation

SDG:

Diversity, Equity and Inclusion

Fostering a diverse, equitable, and inclusive workplace where every employee feels valued and empowered.

GRI:

GRI 405: Diversity and Equal Opportunity 2016

GRI 406: Non-discrimination 2016

ADX:

ADX- S2. Gender Pay Ratio

ADX- S4. Gender Diversity

SDG:

Social Development and Impact

Driving sustainable growth through ethical practices, community engagement, and impactful local partnerships.

GRI:

GRI 413: Local Communities 2016

ADX:

ADX- S12. Community Investment

SDG:

Data Privacy and Security

Safeguarding sensitive data through robust security measures and compliance with protection regulations.

GRI:

GRI 418: Customer Privacy 2016

SDG:

Sustainable Supply Chain Management

Responsible procurement strategy focused on ethical labor, sustainability, and local supply chain empowerment.

GRI:

GRI 204: Procurement Practices 2016

GRI 414: Supplier Social Assessment 2016

GRI 308: Supplier Environment Assessment 2016

ADX:

ADX- G4. Supplier Code of Conduct

SDG:

Waste Management

An all-inclusive waste strategy focused on reducing, segregating, and recycling all waste types to minimise disposal.

GRI:

GRI 306: Waste 2020

ADX:

ADX- E7. Environmental Operations

SDG:

Access and Affordability

Promoting inclusive and affordable access to products and services for all stakeholders.

SDG:

Human Rights

Fundamental rights ensuring fair treatment, non-discrimination, and safe, dignified working conditions for all workers.

GRI:

GRI 409: Forced or Compulsory Labor 2016

GRI 408: Child Labor 2016

ADX:

ADX- S10. Human Rights

SDG:

Employee Health and Wellbeing

Promoting employee wellbeing through support for physical health, mental clarity, and work-life balance.

GRI:

GRI 403: Occupational Health and Safety 2018

ADX:

ADX- S7. Injury Rate

ADX- S8. Global Health and Safety

SDG:

Business Integrity

A strategic framework guiding ethical, transparent, and resilient business conduct aligned with stakeholder expectations and sustainable performance.

GRI:

GRI 206: Anti-competitive Behaviour 2016

GRI 205: Anti-corruption 2016

ADX:

ADX- G1. Board Diversity

ADX G2. Board Independence

ADX G3. Incentivised Pay

ADX S1. CEO Pay Ratio

ADX G5. Ethics and Prevention of Corruption

SDG:

Our Sustainability Fundamentals

We are establishing a clear sustainability foundation grounded in responsibility, resilience, and innovation. By integrating ESG principles into our core operations, we strive to deliver lasting value for people and the planet. For further information on our sustainability strategy and initiatives, refer to Longevity of the Planet – Sustainability.

Our Sustainability Ambition

We envision a future where healthcare and sustainability go hand in hand and thus our ambition is to lead transformative change by driving environmental stewardship, sustainability and social impact, and responsible health equity at every level as shown below.

Environmental Stewardship

We believe in delivering high-quality healthcare through the application of advanced technology, continuous training and development of our healthcare professionals, alongside the adoption of industry best practices. PureHealth remains committed to ensuring that our operations align with our environmental responsibility and contribute towards the longevity of our planet.

Our Sustainability and Social Impact Ambition

We aspire to engage with the global healthcare community to raise awareness, rally support, and mobilise action for a healthier, greener world. Through our 'North Star – Longevity' vision, we embed the concepts of sustainability by prioritising actions that improve the quality of life for our communities and preserve the environment.

Fostering Health Equity

Our commitment to the longevity of people encompasses a dedication to health equity. We recognise that access to quality healthcare is a right, not a privilege. In 2023, we intensified our efforts to bridge healthcare disparities. We extended our reach to underserved communities, invested in preventive healthcare education and collaborated with stakeholders to drive systemic change. We believe that by prioritising health equity, we are laying the foundations upon which the wellbeing of people and communities rests.

Sustainability and Social Framework: From Vision to Reality

We are guided by a comprehensive sustainability and social framework centred on four pillars: Care for Our Planet, Fostering Talent and Culture, Empowering Communities, and Trust and Credibility ensuring a holistic approach to environmental, social, and governance performance for delivering clinical excellence. It is aligned with the UAE's strategic vision "We the UAE 2031", and we actively collaborate with the UAE and Abu Dhabi government to drive sustainable development. As the largest integrated healthcare provider in the Middle East, we are committed to delivering services with integrity, shaping a future where longevity for individuals, our planet and the communities we serve is a shared reality.

We have ensured consistency in our approach, ultimately amplifying our positive impact and creating shared value for all stakeholders by cascading our proven sustainability strategy across these newly acquired entities.

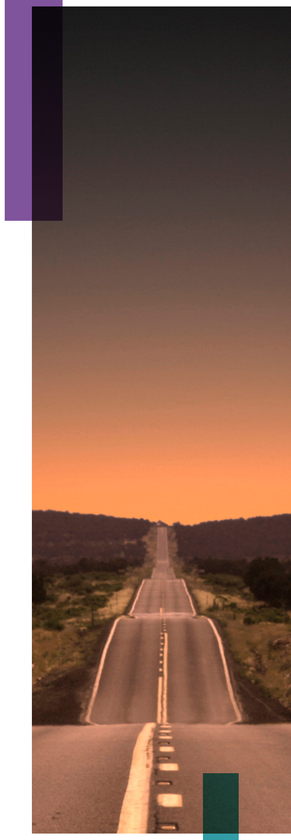
DELIVERING CLINICAL EXCELLENCE

CARE FOR OUR PLANET
- Act on climate change by becoming a net zero business.
- Transition to climate-resilient and low-carbon healthcare operations.

FOSTERING TALENT AND CULTURE
- Invest in our talent and contribute to UAE's national intellectual capital.
- Foster a diverse, inclusive, and safe work environment.

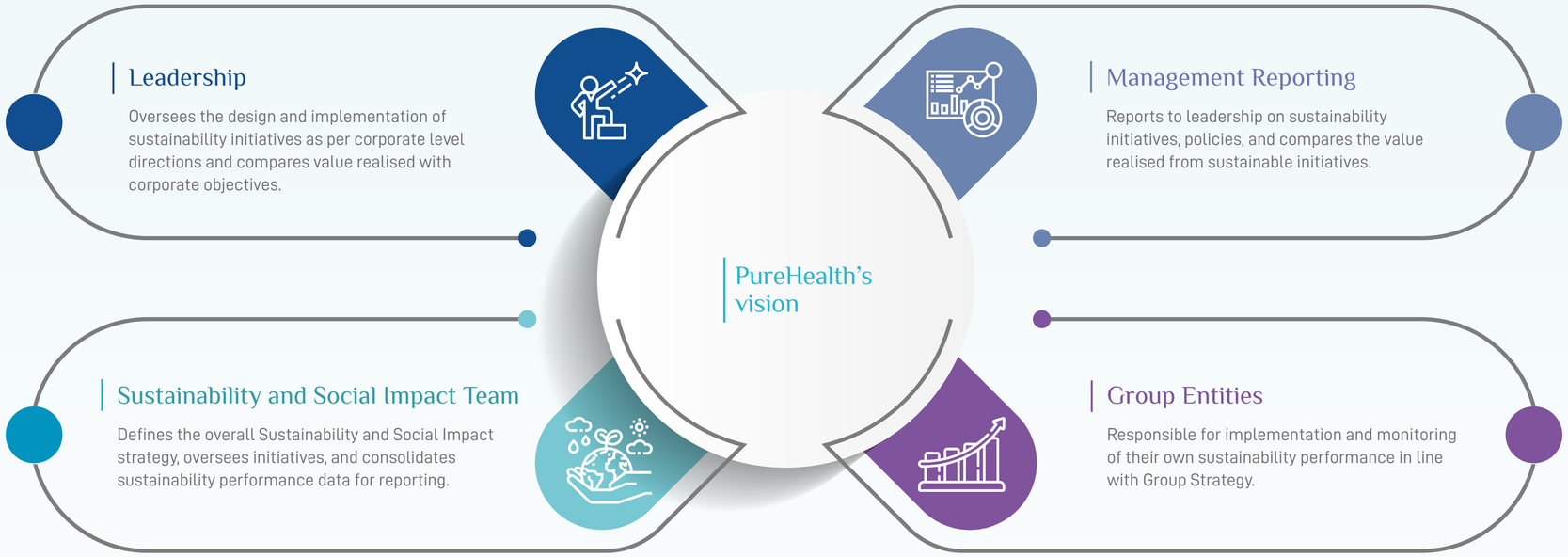
EMPOWERING COMMUNITIES
- Promote health and wellbeing through community development programmes
- Support underprivileged sections of society to inspire and contribute to our future generations' longevity.

TRUST AND CREDIBILITY
- Foster a diverse and accountable governance.
- Always maintain high ethical standards for mutual growth.



Sustainability Governance

Our sustainability and social strategy are embedded into our sustainability mission, driving regulatory compliance, and impactful initiatives under the leadership of our Group CEO. The Group Sustainability and Social Impact team plays a pivotal role in driving the Group's mission of enabling longer, healthier, happier lives across the communities we serve. The team's structure enables both strategic alignment and decentralised action, ensuring the seamless translation of high-level ambitions into measurable on-ground impact. The team is structured into two focused verticals-ESG and CSR, each bringing unique strengths to the table, yet operating in close collaboration to deliver a unified sustainability agenda.



Environmental, Social, and Governance (ESG) vertical

It leads and oversees ESG strategy and climate change-related challenges and opportunities, policy development, ESG risk management, setting targets, monitoring progress, performance reporting and ensures alignment with our goals and regulatory compliance.

Corporate Social Responsibility (CSR) vertical

It focuses on implementation and stakeholder mobilisation. It works hand-in-hand with our medical staff and third-party partners to execute impactful volunteering programmes and social interventions at scale. Our planning and implementation approach follows a structured model involving strategic design, stakeholder engagement, execution, and impact measurement. We continuously adapt based on feedback and outcomes to maximise our reach and effectiveness. The CSR governance framework ensures cross-functional ownership, with teams from HR, Public Affairs, and ESG working together to design and deliver initiatives that create measurable value. Our approach to Community Development Governance is built on several core principles that ensure accountability, effectiveness, and long-term sustainability.

1. **Human Capital Division**
   Responsible for developing employee engagement programmes that encourage volunteering, community service and ethical practices.
2. **Marketing and Communications**
   Responsible for amplifying our Initiatives to internal and external stakeholders through strategic messaging, storytelling, and impactful campaigns.
3. **Group Sustainability and Social Impact**
   Responsible for aligning Sustainability and Social Impact strategy in compliance with all relevant standards and frameworks, industry trends, and organisational goals including setting targets, overseeing implementation programmes, monitoring and evaluating the impact of Sustainability and Social Impact initiatives.
4. **Group Chief Executive Officer**
   Responsible for steering PureHealth's commitments in alignment with the Group's vision and mission.

COLLABORATIVE SPIRIT:
We cultivate cross-departmental collaboration to ensure a holistic approach to strategy development, implementation, and monitoring. Periodic communication and teamwork are key to maximising the impact of our initiatives.

TRANSPARENCY AND STAKEHOLDER ENGAGEMENT:
We prioritise transparency and open communication with employees, patients, communities, government entities, and investors by actively engaging them in our community development efforts to foster shared ownership in our sustainability journey. Our strategy is led by the Group CEO and Executive Leadership Team, with governance driven by the Group Sustainability and Social Impact Office and ESG Points of Contact across entities. We actively engage with employees through enablers such as PureHeroes and Trailblazers, and engage with external stakeholder such as government bodies, suppliers, investors, and communities, through collaborative programmes that align with our Net Zero and community impact goals. This inclusive approach ensures sustainability is a shared responsibility across our ecosystem.

CONTINUOUS IMPROVEMENT:
We recognise that community development is an ongoing journey, driven by a commitment to continuously refine our strategy, track progress, and adapt to emerging best practices and evolving stakeholder expectations.

Together, the ESG and CSR teams operate with symbiotic efficiency. While the ESG arm ensures rigorous technical alignment with global best practices, the CSR arm brings grassroots momentum enabling the organisation to move from strategy to scalable action. This collaborative model ensures that sustainability is embedded across the Group's operations.

Each of our operational entity is responsible for implementing ESG policies with best practices and reporting about their sustainability journey, with dedicated ESG Points of Contact fostering a culture of sustainability implementation and driving initiatives on the ground in line with the Group's vision.

Sustainability and Social Impact Policy

Our Sustainability and Social Impact Policy outlines our commitment to responsible ESG practices. It serves as a guiding framework for embedding sustainability, social responsibility, and sound governance into our operations and decision-making processes. The purpose of this Policy is to define and communicate the core ESG principles that guide us, and it provides operational direction to employees involved in ESG-related activities and ensures alignment across all levels of the organisation.

The Group Sustainability and Social Impact Department is the custodian of this Policy.

Scaling ESG Maturity

In 2024, we strengthened our ESG management systems, earning strong recognition from leading ESG assessment providers.

Our continued commitment to sustainability was reflected in top-tier ESG ratings from Sustainalytics, LSEG / Refinitiv and MSCI.

- **"AAA" MSCI Provisional ESG Rating**
- **"Low Risk" Sustainalytics ESG Risk Rating**
- **"Ranked 47th out of 225" LSEG/Refinitiv ESG Ranking amongst global peers' assessment**
- **"CDP disclosure completed" Climate Change disclosures**

Sustainability across our Portfolio

We strategically embedded sustainability into our expanded operations, aligning them with our stringent sustainability fundamentals while enhancing their social and environmental performance. We ensured a collaborative portfolio approach that strengthens our impact and delivers shared value for all stakeholders by applying our established sustainability strategy across the newly acquired entities.

Future Sustainability Vision

Looking Ahead: Goals for 2025

In 2025, we will remain committed to embedding sustainability across all aspects of our operations. Our strategic priorities include:

Enhancing Stakeholder Engagement

We will deepen our engagement with patients, employees, investors, and communities to better understand their expectations and integrate their insights into our sustainability initiatives.

Accelerating Climate Action

We are committed to advancing our environmental agenda by setting ambitious, science-based targets and adopting innovative solutions to reduce our carbon footprint.

Innovating Healthcare Delivery

We will leverage cutting-edge technologies and adopt sustainable practices to improve the quality, accessibility, and efficiency of our healthcare services, while reducing environmental impact.

Expanding Social Impact

We aim to strengthen our community outreach initiatives and forge new partnerships to tackle key social challenges, with a focus on increasing access to healthcare for underserved populations.

Driving Continuous Improvement

We will evaluate and enhance our SSI framework to ensure alignment with emerging best practices, regulatory changes, and stakeholder expectations.

Chapter 4
Social Impact

At PureHealth, we believe that delivering world-class healthcare goes beyond treating patients, it means empowering individuals, uplifting communities, and creating a lasting impact. As a purpose-driven healthcare organisation, we are committed to nurturing a culture of inclusivity, equity, and excellence, ensuring that our employees, patients, customers, and society can thrive. This chapter explores our holistic approach to social responsibility, spanning employee engagement and training, Emiratisation, health and safety, human rights, community development, and inclusive employment. Through strategic partnerships and targeted initiatives, we are championing talent development, empowering People of Determination, promoting mental wellbeing, and driving meaningful change that enhances the overall wellbeing of our society.

04

Approach

We aim to address the below topics:

Talent Management and Development
Fostering a safe and empowering work environment that promotes learning, and national talent development.

Employee Health and Wellbeing
Nurturing the health and safety of the employees.

Community Investment and Inclusion
Driving social impact through strategic partnerships, volunteerism, and inclusive initiatives that uplift local communities and People of Determination.

Human Rights
Complying to UNGP guidelines.

Diversity, Equity and Inclusion
Fostering and promoting a culture of inclusivity and diversity across our teams and communities.

Sustainable Supply Chain Management
Enhancing socio-economic impact through ethical sourcing, ICV programmes, and supplier engagement aligned with national priorities.

Patient Centricity
Dwelling on excellent care for patients.

2024 Progress

Investing in Communities
AED 93+ million spent in CSR activities

Inclusive Community Initiatives
Engaged with more than 219,000 beneficiaries

Local Economic Contribution
AED 1 billion+ in local procurement dedicating to In-Country Value spend

Women Leadership
Shaista Asif, our Cofounder and CEO ranked no. 4 in Forbes Middle East's 100 Most Powerful Businesswomen 2024.

Empowering Women in our Workforce
66% females in the total workforce

Enhancing Patient Experience
2024 was named as the Year of Patient Experience, attracting over 575,000 active users at the digital front door.

SDGs Mapping:

Threefold Approach for Social Responsibility

Our commitment to social responsibility is anchored in a deep sense of purpose to care for people across every dimension of our business.

We recognise that supporting our workforce, empowering communities, and prioritising patient wellbeing are interconnected responsibilities central to our mission. Our social impact strategy is structured around three core pillars: Workforce, Patients, and Community. Each pillar is supported by tailored management practices designed to drive measurable, meaningful, and lasting change.

At the heart of our approach is a steadfast commitment to respecting and safeguarding human rights. Guided by the UN Guiding Principles on Business and Human Rights (UNGPs), our Sustainability and Social Impact Policy and Human Rights position statement reflects our duty to uphold these values across our value chain. The Sustainability and Social Impact Policy and Human Rights position statement sets out our responsibilities to a broad ecosystem, spanning employees, customers, suppliers, communities, and shareholders, and embeds human rights principles across our operations, services, and stakeholder engagements.

We maintain a 100% formal human rights training rate among our security personnel, reaffirming our culture of awareness and accountability. In 2024, we recorded zero incidents of child labor, underscoring our zero-tolerance approach and commitment to protecting human rights throughout our supply chain and business activities.

Safe, Inclusive and Harassment Free Workplace

We are committed to creating and sustaining a positive and inclusive workplace that celebrates diversity.

Respect for Human Dignity and Non-Discrimination

We respect the inherent dignity of all individuals and acknowledge that all human beings are entitled to the same rights and freedoms.

Compliance with Laws and Regulations

We comply with all applicable UAE laws and regulations related to human rights, as well as relevant international standards and principles ratified by the UAE.

Protection of Vulnerable Groups

We recognise that certain groups are particularly vulnerable to human rights violations. We are committed towards protecting the rights of these groups within our ecosystem.

Representation of Workers

We respect the rights of workers to represent themselves without fear of intimidation, harassment, or reprisal, in accordance with local laws and international standards.

Universal Declaration of Human Rights

Declaration on Fundamental Principles & Rights at Work

International Labor Organisation Conventions ratified by the UAE

United Nations (UN) Sustainable Development Goals (UN SDGs)

United Nations Guiding Principles on Business and Human Rights

Our Responsibility Towards the Workforce

Our talent management practices are rooted in a deep sense of accountability, resilience, and purpose fostering a culture where individuals are empowered to grow, lead, and contribute meaningfully.

When our people thrive, we are better able to deliver quality care. As a testament to our efforts, We are proud to be recognised as 'Best Place to Work' for the second year and 'Best Place to Work for Women' by Great Place To Work.

Great Place to Work
certified

Our Strategy

We have established five strategic pillars under our People and Organisation vision to ensure future-ready, inclusive and impactful practices. These pillars form the foundation of our people strategy and serve as guiding anchors for our policies, programmes, and initiatives, all designed to foster a culture where individuals can thrive and collectively drive lasting impact.

Our Strategic Pillars in People and Organisation

Workforce Management and Performance

Our People and Organisation policy serves as an operational guide for employees, ensuring alignment with PureHealth's overarching principles and Group objectives in their day-to-day responsibilities. While our portfolio companies may adopt supplementary policies to address specific operational needs, these must remain consistent with the core framework established in the PureHealth manual.

36,331
Total workforce

126%
Growth in new hires

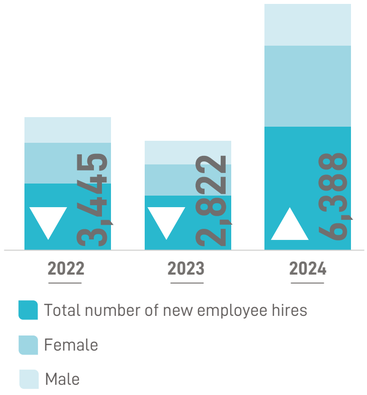
We continue to advance workforce efficiency and enable data-driven decision-making through targeted transformation and digitisation initiatives:

- ERP-Driven Data Centralisation (PureHub): As our organisation grows in scale and complexity, the integration of our enterprise resource planning system, PureHub, has enhanced our ability to make informed decisions by centralising HR data and analytics.
- Shared Services Centre: The establishment of a centralised HR Shared Services Centre has optimised processes, improved data integrity, and maximised resource efficiency, contributing to a more agile and collaborative operating model.
- Workforce Integration and Culture Alignment: In 2024, we successfully integrated Circle Health Group and SSMC into the PureHealth group, bringing together over 13,000 permanent employees under a unified culture that values collaboration, excellence, and continuous improvement.

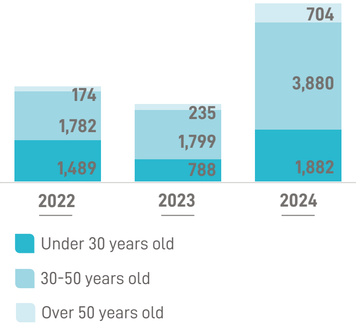
In 2024, our total workforce increased by 79%, a milestone largely driven by the acquisition of Circle Health Group in UK. This significant growth reflects our broader vision to expand our footprint and become a leading force in global healthcare.

We observed a notable increase in experienced clinical professionals across all age groups, underscoring our commitment to cultivating a workforce rich in expertise and diversity. This growth stems from targeted recruitment strategies aimed at attracting seasoned healthcare practitioners to enhance clinical decision-making, mentor emerging talent, and bolster our readiness to respond to evolving global health demands. Our steady turnover rate of 11.63% reflects a resilient workplace culture and sustained employee engagement, reinforcing PureHealth's position as an employer of choice within the healthcare sector. For more information on employment performance, please refer to Appendix B – Sustainability Data Index.

Total New Hires by Gender

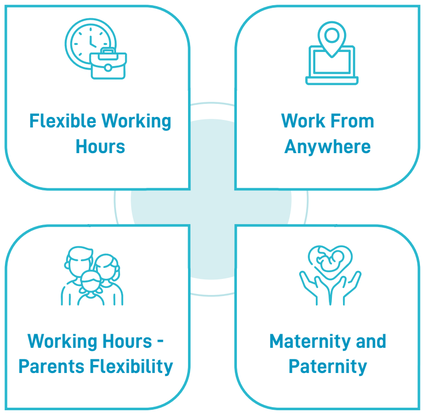


Total New Hires at Age Level



Employee Benefits

Our employee benefits are designed to support employees in balancing their professional and personal responsibilities, ultimately enhancing their wellbeing. In line with this, our flexible employee benefit programme, consisting of 4 main core areas, is attainable to all our employees.



In line with our core benefits, we have introduced a range of supporting enablers designed to address the diverse needs of our workforce, including:

- Provision of educational resources and training programmes to assist parents in navigating childcare and family-related challenges.
- Implementation of flexible working arrangements for employees with special needs or family care responsibilities.
- Establishment of channels to gather feedback and suggestions from employees to continuously improve our support systems.

In 2024, the number of employees availing parental leave increased, largely driven by overall workforce expansion following recent business acquisitions. Notably, we observed a 108% rise in male employees taking parental leave, an encouraging indicator of evolving norms around shared caregiving responsibilities.

Our strong post-leave retention rate reflects the positive impact of our continued efforts to enhance parental leave policies, introduce flexible work arrangements, and invest in structured reintegration support. These measures demonstrate our belief that when employees feel supported both personally and professionally, they are more likely to remain engaged, committed, and thrive within our organisation. For more information on parental leave performance, please refer to Appendix B – Sustainability Data Index.

Employee engagement and recognition

We recognise that employee engagement is key to fostering a motivated and high-performing workforce. Our approach is built on creating a work environment that nurtures purpose, belonging, and fulfilment, ensuring that every team member feels valued and empowered.

We are committed to cultivating a culture of open communication, trust, and mutual respect, where employees feel heard, supported, and inspired to contribute their best. We ensure this by using the PureSpace app which has been instrumental in standardising Group-wide digital communication. This platform enhances connectivity, collaboration, and knowledge sharing across the organisation, embodying our culture and values, and driving employee engagement and participation.

We also conduct periodic employee engagement surveys across all group entities, leveraging the Gallup Q12 metrics to continuously enhance our workplace experience. These surveys assess key factors such as employee's needs and expectations, individual contributions, teamwork, and growth opportunities, all of which are essential to driving employee satisfaction and talent management.

Case Study: Trailblazers Programme for Driving Preventive Healthcare Innovation Through Employee-Led Ideation

At PureHealth, innovation is a commitment embedded in our culture. The Trailblazers Programme serves as a platform dedicated to nurturing transformative ideas focussed on healthcare evolution, sustainability, community wellbeing, and social impact. Through this initiative, we actively encourage employee-driven innovation and support our commitment to driving positive social change. This commitment comes to life through the Trailblazers Impact Competition, an annual ideation that unites employees across the Group to propose and pitch ideas. The competition welcomes participation across diverse themes such as sustainability, research, digital health, and cultural integration.

On 14 January, colleagues from across PureHealth convened at St. Regis Corniche, Abu Dhabi, alongside esteemed guests, to celebrate the programme's grand finale. Selected from over 3,000 submissions, 15 finalists showcased bold, patient-centric innovations in front of a live audience and a distinguished panel of judges. It is chaired by prominent leaders including PureHealth's GCEO Shaista Asif and senior representatives from UAE government bodies. The winning innovations from the Trailblazers programme reflected diverse, patient-focused solutions. MindMatters, a school-based mental health initiative by Fatema Al Zaabi (SEHA), won first prize. SecondSight, a telehealth solution for expert second opinions via the Pura super-app by Rayan Fadl (SSMC), secured second. Third place went to NutriMatch, a personalised nutrition tool for patients, developed by Mohamed Amine Bouchilaoun (PureHealth Corporate). The Audience Choice Award was given to Med4U, a medicine donation platform by Dr. Shakeel Abbas (Daman). All remaining finalists received AED 5,000 in recognition of their contributions.

This programme highlights PureHealth's belief that empowering employees to innovate from within is key to driving long-term sustainability. PureHealth continues to lead by example in reshaping healthcare delivery through employee engagement, community impact, and technological advancement by cultivating a culture of ideation and inclusivity.

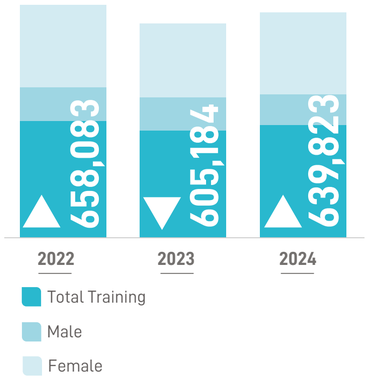
Our employee benefits are designed to support employees in balancing their professional and personal responsibilities, ultimately enhancing their wellbeing and stability.

Learning and Development

By following Talent Life Cycle Management Framework, a holistic framework that supports employees from recruitment through to succession, we unlock career development opportunities and initiatives tailored to the business skillset. A snapshot of our programmes and initiatives are shown below:

- **Career Navigation programmes:** Tailored initiatives that guide employees in their career journeys, enabling skill enhancement and professional growth.
- **Upskilling and Reskilling:** Focused programme designed to prepare our workforce for the dynamic and evolving healthcare landscape.
- **Leadership Development:** Innovative learning platforms and solutions aimed at cultivating the next generation of healthcare leaders, driving excellence and innovation across the organisation.

Total Employee Training Hours



In 2024, we witnessed a notable increase in training and development employee participation, especially among female employees, reflecting the critical role that regular development and training programmes play in improving patient care, ensuring regulatory compliance, and enhancing workforce skills.

For PureHealth, performance and development reviews are more than just procedural check-ins as they are vital touchpoints for recognising potential, offering guidance, and fostering ambition across our workforce while supporting growth and contribution to the organisation's success. It brings us great pride to have witnessed a sharp rise of employees participation in career and development reviews. This is a reflection of our belief that every individual deserves a clear, supported, and personalised journey to realise their fullest professional potential. For more information on training and development, please refer to Appendix B – Sustainability Data Index.

639,823
Hours of total training provided

207%
Increase in performance and career development review among female employees

Case Study: Circle Health Group Academy

As part of Circle Health Group Academy, we aspire to plan and implement initiatives that aim to advance clinical and operational expertise, enhance the visibility of the Academy's programmes, and further embed a cohesive and high performing team culture.

The focus areas for the academy initiatives are:

- **Leadership:** Focus on developing an innovation forum, enhancing the Circle Health Group Leaders network, redesigning and offering formal flexible management training programmes.
- **Clinical:** Focus on developing clinical employees through accredited programmes, fostering neuroinclusive training, providing Mental Health First Aid, and enhancing safety with Emergency Preparedness training.
- **Apprenticeships:** Recruit 50 new apprentices, offer 30 apprenticeship routes, target 5% of eligible employees for apprenticeships, and upskill current roles through programmes.
- **Digital:** Develop a Glasgow campus, running immersive Circle Health Group inductions at Birmingham and London hubs, creating training on legacy systems (Ultra Genda and Peoplesoft), and delivering Microsoft Office master classes.
- **Talent:** Focus on leveraging Circle Health Group's learning platform, talent management systems, and employee benefits to enhance efficiency, using PgCert as a talent stream for EDs, rolling out digital skills training, and embedding psychometric tools like OPQ 32 and strength assessments.
- **Operations:** Reviewing mandatory training for legal compliance and efficiency, supporting the rollout of 'Model for Improvement' training, developing an Employee Exchange Programme to address talent shortages, and creating a 'Leading Change' hub to support leaders through change.

Impact of Learning and Development

60%
OF THE WORKFORCE ACCESSED CPD

220
OVERSEES NURSES TRAINED, WITH A 98% PASS RATE

21
BESPOKE COURSES, FULLY UNIVERSITY ACCREDITED AND DELIVERED INTERNALLY

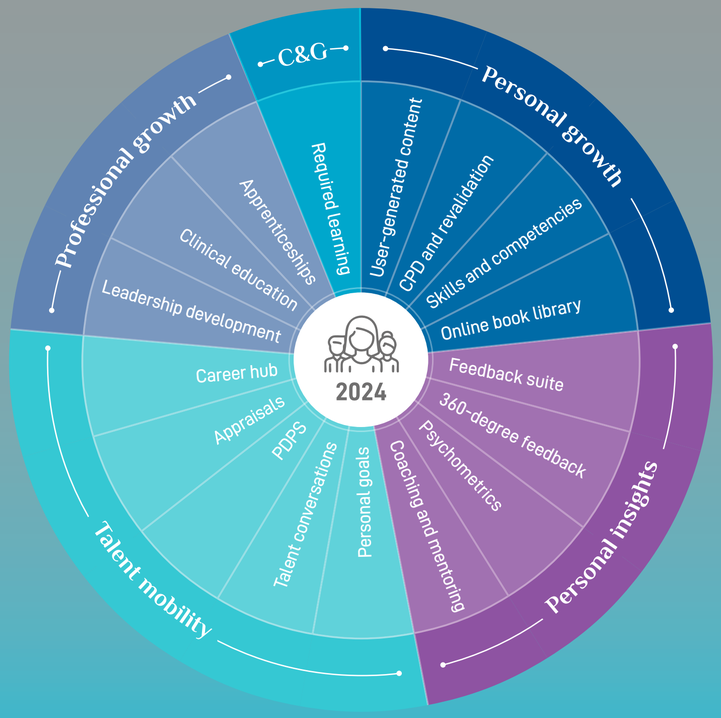
450
STAFF ACCESSED APPRENTICESHIPS, WHICH REPRESENTS 5% OF THE WORKFORCE

500
CLINICAL STAFF WORKING IN NEW CLINICAL AREAS AFTER ACCESSING MODULES TO UPSKILL

70%
OF MANAGERS ACCESSED TRAINING AND DEVELOPMENT ON OUR MANAGEMENT ROUTES

Case Study: Employee Development at Circle Health Group

In 2024, Circle Health Group strengthened the focus on employee development through a structured approach to learning and growth. Emphasising continuous learning, career progression, and internal mobility, the approach aimed to equip employees with the skills and support needed to thrive and contribute to its long-term success. To make this approach a reality, we have collaborated with CMI, ILM, QA, ClinicalSkills.net, Think Learning, Liverpool John Moores University, Teesside University, and The Workforce Development Trust to drive excellence in learning, development, and workforce transformation.



Diversity and Inclusion

Guided by the Diversity and Inclusion principle in our People and Organisation Policy Manual that prioritises fair hiring practices, inclusive communication, and equal access to growth opportunities across all levels of healthcare outcomes.

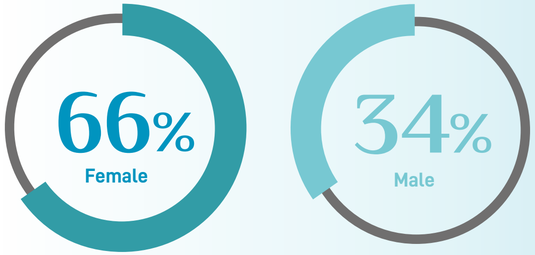
We achieved a remarkable rise in female representation of around 88% due to significant efforts put forward to remove barriers to entry and ensure equitable access to opportunities across all levels.

Leading by example, we are proud to be led by a pioneering female leader, Shaista Asif, PureHealth Cofounder and Group CEO, whose vision continues to shape the region's healthcare landscape. In 2024, Shaista, was recognised as the No. 1 Healthcare Leader and ranked No. 4 in Forbes Middle East's 100 Most Powerful Businesswomen, featuring 104 women from 28 nationalities and 27 sectors, including 35 newcomers which is a testament to her strategic leadership and impact.

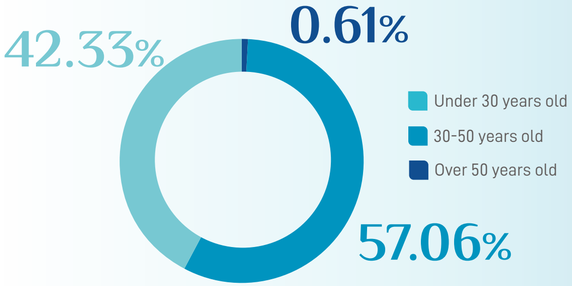
88%
Increase in total number of female employees

162%
Increase in new female hires

Gender Diversity (%)



Diversity by Age Group in Leadership (%)



Inclusion of people of determination remained our core focus in 2024 by providing accessible facilities and tailored support. We witnessed a remarkable shift in representation, with a significant rise in the number of people of determination in the workforce. We are building an environment where everyone regardless of physical, cognitive, or sensory differences can thrive, lead, and belong. This reflects PureHealth's core values of care and empathy.
For more information on diversity and inclusion, please refer to Appendix B – Sustainability Data Index.

530%
Increase in total number of people of determination in workforce

Emiratisation

We acknowledge the crucial role Emirati talent plays and actively support their growth and development. In alignment with Abu Dhabi Economic Vision 2030, we are dedicated to upskilling local talent with the aim to produce 1,000 future Emirati leaders in the coming five years through the Emirati Development Center (EDC). The center follows The Development Edge (TDE) principles, fostering talent growth, enhancing revenue generation, tackling challenges, and accelerating professional advancement.

We have reached a milestone of 5,365 Emirati talents in our workforce which positions us as one of the largest private employers of UAE Nationals. We welcomed over 827 new Emirati professionals in 2024 whilst ensuring every individual can grow, lead, and make a lasting impact. Our investment in upskilling our local workforce is creating a strong foundation for the next generation of Emirati leaders in healthcare.

In support of the UAE's Emiratisation initiative, we have developed programs that provide mentorship, leadership development, and career advancement opportunities to our Emirati employees. Our entity Rafed introduced the "Women of Impact" Award, recognising outstanding contributions by Emirati women across the organisation in areas such as innovation, operational excellence, and community impact. These efforts are essential to building a pipeline of future healthcare leaders who will shape the future of communities across the UAE.

We have also launched student and graduate trainee programmes for UAE Nationals, as part of EDC, and these initiatives aim to build a sustainable national healthcare workforce by providing hands-on training for students and graduates in clinical, pharmaceutical, nursing, and management fields. The Graduate Trainee Programme runs for 12 months, while the Student Trainee Programme offers a flexible, shorter-term experience. Both programmes focus on practical skill development through real-world projects. We have partnered with top universities to nurture future healthcare leaders, with a goal of training 1,000 UAE Nationals in the coming five years. Shortlisted candidates will undergo assessments to ensure top talent selection. For more information on emiratisation, please refer to Appendix B – Sustainability Data Index.

8%
Increase in Emirati employees

125
Emiratis trained through EDC in 2024

Case Study: Empowering Emirati Women

A key milestone in this journey is the Emirati Women Chapter (EWC) launched in collaboration with the General Women's Union (GWU) This programme is under the patronage of Her Highness Sheikha Fatima bint Mubarak.

EWC supports Emirati women by providing mentorship skills development and specialised training across various fields, empowering them to contribute meaningfully to the nations progress. The graduation of the first EWC cohort consisted of 27 ladies, and we recently launched the second cohort with 62 participants. This highlights our dedication to nurturing Emirati talent and ensuring their active participation in the chapter.

Throughout the programme the ladies received over 530 hours of mentorship and a total of 1800 engagement hours. This includes expert led training in a variety of skills such as public speaking, health, literature, national pride, onboarding events as well as inspirational sessions with the chapter's committee members. EWC consists of 5 committee members. The chair of the committee is the founder and our GCEO, Shaista Asif. The other committee members are H.E. Sana Mohammed Suhail, Minister of Family, H.E. Al Reem Abdullah Al Falasi, Secretary General of the Supreme Council Motherhood and Childhood, H.E. Dr Fatima Al Kaabi, Director General of the Emirati Drug Establishment and Executive Director of Abu Dhabi Bone Marrow Transplant Programme at the Abu Dhabi Stem Cells Center (ADSCC), as well as Dr Mai Al Jaber, CEO Outpatient Care, M42.

We continue to drive Emiratisation, empower women as future leaders, and aligned with Abu Dhabi Economic Vision 2030.

Ensuring Safe and Healthy Workforce

Our workforce health and safety is a top priority and we strictly adhere to all applicable occupational health and safety requirements while proactively implementing robust protocols to prevent workplace injuries. Beyond compliance, we continuously enhance our safety measures in line with ISO 45001:2018 Health and Safety Management System certification.

Case Study: Health and Safety Commitment at Circle Health Group

We have developed a company-wide Health and Safety Management System (HSMS) in line with key national legislation such as the Health and Safety at Work. Act 1974, the Regulatory Reform (Fire Safety) Order 2005 (England and Wales), and the Fire (Scotland) Act 2005 with its associated regulations, supported by policies, procedures, and an internal audit programme. Our corporate Health and Safety Committee oversees its implementation, ensuring governance and assurance.

Our key management practices are:

- **Measuring** Incident Data Rates using a companywide standard based on a 12-month average of incidents and staffing levels (FTE), rather than external benchmarks, which are less relevant due to Circle Health Group's low incident rates and differing industry classifications.
- **Focusing** on reducing key incident types such as slips, trips and falls, sharp injuries, manual handling, and contact with objects.
- **Conducting** health and safety refresher training and upskilling all our Health and Safety Leads.
- **Investing** an preventive measures across our facilities.
- **Enhancing** oversight and improving measurement and monitoring systems.

Case Study: Health and Safety Commitment at our Sheikh Shakhbout Medical City (SSMC)

At SSMC, we are committed to maintaining a safe and healthy environment for our staff, patients, and partners. We have a health and safety policy in place, as part of our overarching health and safety management system, with the purpose of protecting human health and ensuring safety of employees at the workplace. We aspire towards getting ISO 45001:2018 Health and Safety Management System certified. We proactively conduct hazard and risk assessments at hospital and laboratory levels to identify potential work-related hazards and maintain Safety Data Sheets (SDS).

In 2024, we focused on systemic risk mitigation and operational resilience. We maintained a recordable injury rate of 2.4 per million hours worked emphasising on early detection and response through robust governance, enhanced incident reporting, and targeted interventions. Notably, we achieved zero work-related fatalities, reflecting the effectiveness of our safety-first approach.

Both internal and external audits validated the strength of our Occupational Health and Safety Management System (OHSMS), with no major non-conformities identified demonstrating alignment with international safety standards and a culture of continuous improvement.

0 Fatalities due to work-related injuries or ill health across all operations

2.4 Recordable injury rate per million hours worked

Our Responsibility Towards Patients

As a healthcare company, our success is intrinsically linked to the health and wellbeing of those we serve. At the core of our strategy lies a steadfast commitment to patient and customer centricity, informed by a deep understanding of evolving needs, expectations, and behaviors.

As the largest healthcare group in the Middle East, integrated healthcare platform, spanning care delivery, health insurance, and product distribution, we serve a diverse spectrum of individuals, businesses, and healthcare providers. Every service, innovation, and strategic decision is purposefully designed to improve outcomes and deliver a healthcare experience that is personalised, accessible, and transformative.

92% Net Promoter Score (PureLab)

98% Overall customer satisfaction score (PureLab)

Our connected healthcare ecosystem supports individuals across the full continuum of care, from prevention to recovery and beyond. We deliver services through a customer-first lens, ensuring safety, trust, and seamless access across:

- **World-Class Hospitals and Clinics:** Providing advanced inpatient, outpatient, and specialised care across our extensive network.
- **Digital Health Solutions:** Through our Pura super-app and digital front door, users can book appointments, access records, consult physicians, and manage prescriptions—enabling greater control over their health journey.
- **Preventive and Wellness Programmes:** Prioritising early intervention, chronic disease management, and lifestyle-based care to promote long-term health.
- **Health Insurance**: Offering tailored coverage solutions that eliminate financial barriers and expand access to quality care.
- **Pharmaceutical and Diagnostic Services:** Ensuring timely diagnostics and reliable access to essential medications.

Together, these services form an integrated, patient-centered ecosystem committed to improving health outcomes at scale.

- Since 2020, the SSMC hospital has achieved its highest Press Ganey scores across inpatient, outpatient, and emergency departments, showing consistent year-on-year improvement.
- Emergency Department performance improved significantly, with Press Ganey scores rising by 21% in 2024 despite a 17% increase in patient volume.

Customer Engagement Impact

Customer satisfaction and feedback is central to our continuous improvement efforts. We refine our services, optimise operations, and shape future strategies by actively gathering and analysing insights from our broad spectrum of customers.

At a business strategy level, the year 2024 was named as the Year of Patient Experience, showcasing our commitment to placing patient experience at the heart of our business. We are actively revamping and enhancing patient interactions across all our touchpoints to ensure a seamless and exceptional journey for every individual in our care. Our healthcare super app and digital front door (Pura) has garnered over 575,000 active users which aligns with our vision to become a leading customer-centric smart innovator and move healthcare from a reactive to a proactive paradigm.

The Medical Office (TMO) leverages patient feedback to drive continuous improvement by working closely with onsite teams and monitoring key performance indicators (KPIs) at every touchpoint. Patient insights are gathered through annual third-party evaluations with Press Ganey partnership and TMO's own centralised survey system, covering inpatient, outpatient, and emergency departments to ensure a comprehensive representation of patient demographics. Each survey is carefully tailored to the specific needs of individual departments, addressing critical aspects such as personal interactions, facility cleanliness, and the effectiveness of medical staff, ultimately enhancing the overall patient experience.

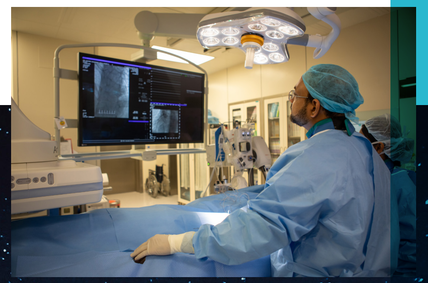
TMO introduced the "Courtesy Calls Initiative", allowing patients to voluntarily share their contact details and express interest in further discussing their experiences to enhance patient satisfaction. Through this initiative, the Patient Experience (PX) team personally connects with patients, acknowledges their feedback, and gathers valuable qualitative insights to continuously refine and elevate the quality of care.

Active Health Insurance Members

3mn+

Customer Health and Safety

We ensure that every interaction, product, and experience meets the highest quality standards and aligns with established quality and safety benchmarks and requirements.



Case Study: Strong Patient Care in SSMC

At SSMC, patient safety is our top priority. We are committed to delivering highly reliable healthcare with the target of Zero Harm across all facilities. To drive this commitment, we implement well-defined Patient Safety Goals (PSGs) that align with the Department of Health (DoH) and Joint Commission International (JCI) standards. These goals serve as a strategic foundation for enhancing safety culture, improving clinical outcomes, and reducing preventable risks. Our workforce is trained and empowered to clearly identify and report these safety goals in day-to-day operations.

As part of our continuous improvement efforts, we conducted a JCI Tracer Awareness Session to build staff capability in applying tracer methodology, a key requirement of the JCI 8th Edition standards. The process involves reviewing documents, observing care delivery, and engaging staff in interviews to assess compliance and uncover areas for improvement. This real-time assessment enables us to provide immediate feedback, implement timely corrective actions, and drive lasting improvements across units.

This approach helps maintain compliance, supports patient safety, encourages alignment with standards, and contributes to regular improvement in care delivery.

Case Study: Advancing Laboratory Safety and Service Excellence at PureLab

At PureLab, patient and customer safety remain integral to our diagnostic services. We remain committed to delivering highly reliable tests and evaluations that support informed clinical decisions while maintaining the highest standards of accuracy and care. Our laboratories operate within a robust quality framework that ensures consistency, accuracy, and trust in every result.

Our Responsibility Towards Community

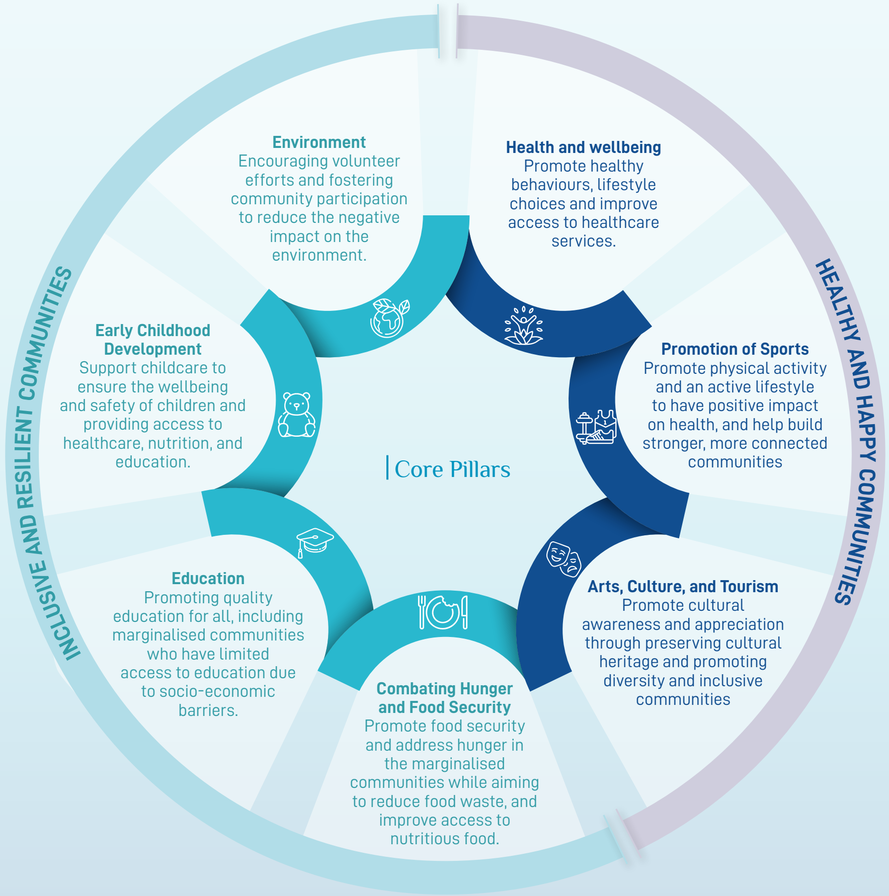
We are dedicated to supporting the community through close collaboration, leading to positive effects.

We strive beyond providing healthcare services by leading and investing in initiatives that builds a flourishing community. Our key enablers for community development consist of framework establishment, effective governance practices, policy setting and initiative implementation. We believe that maximising impact is rooted with a transparent governance framework and policy. All the enablers are interlinked with PureHealth's core values.

COMMUNITY DEVELOPMENT FRAMEWORK

Our companywide community development framework identifies our core principles for paving meaningful efforts. We uphold core community development principles to ensure our initiatives are impactful, effective, and sustainable, fostering long-term success and meaningful change.

We create meaningful impact by empowering communities through two core pillars: 'Healthy and Happy Communities' and 'Inclusive and Resilient Communities'. These pillars and focus areas, aligning with Abu Dhabi Economic Vision 2030 and the UAE Centennial 2071, are central to our community development purpose and enable us to ensure that our business activities contribute in creating rippling positive and meaningful social impacts for the communities we serve. Our initiatives foster holistic development and long-term wellbeing by prioritising inclusivity, social cohesion, healthcare accessibility, and improved lifestyle choices.



Corporate Social Responsibility (CSR) Commitments

As part of our Sustainability and Social Impact Policy, our CSR commitment outlines our dedication towards corporate social responsibility and reflects on our belief that businesses have a role to contribute to the wellbeing of society. The policy serves as a guidance to integrate CSR principles into our operations, drive social progress, create long term shared value for all stakeholders and thereby contribute to our goal of longevity. Our commitment is closely aligned with the Sustainable Development Goals (SDGs), particularly SDGs 3, 5, 10, and 17, and is designed to create shared value for the business and broader society.

COMMUNITY VOLUNTEERING, PARTNERSHIPS AND INITIATIVES

We promote volunteerism through the PureHeroes platform designed to connect healthcare professionals with community needs in partnership with Emirates Foundation. All volunteering opportunities are listed on the PureHeroes platform, and employees are encouraged to participate.

In 2024, we sustained our commitment to delivering measurable social impact through targeted investments, high-value initiatives, and active community engagement across both the UAE and the UK. A total of AED 93.34 million was allocated to socially responsive and strategically aligned programmes, comprising AED 92.41 million dedicated to strengthening core initiatives within the UAE and AED 570,077 (€ 149,959) directed towards expanding our international footprint in the UK. Across both regions, 1,151 initiatives were implemented, with 1,142 undertaken in the UAE and 9 in the UK, each designed to address distinct local needs and priorities. The volunteering continued to be a cornerstone of our approach, with a collective 82,262 hours contributed, 74,258 hours within the UAE and 8,004 hours in the UK.Through these combined efforts, we positively impacted more than 211,000 beneficiaries in the UAE alone, while laying a strong foundation for continued community engagement and growth in the UK.

PureHeroes platform

Time off for volunteering is supported by internal guidelines established under the platform.

82,262
Total volunteer hours

AED 42.8 million
UAE volunteering contributions

4,772
Number of total volunteers

AED 308,678
Spent on Employee wellbeing Initiatives by Circle Health Group (€ 81,198)

AED 914,193
Total monetary donations across Circle Health Group (€ 240,479)

AED 93 million
Total CSR Contributions

We believe in the power of collaboration to drive meaningful change in philanthropy. We invest in programmes that enhance healthcare access, support vulnerable populations, and promote overall wellbeing through strategic partnerships and community initiatives. Our initiatives are designed to create lasting social impact and build healthier, more inclusive communities.

Under the directive of the UAE government, Tamouh successfully led a year-long earthquake relief mission in Afghanistan, reaffirming our dedication to global humanitarian initiatives.

People of Determination

We recognise the invaluable contributions of People of Determination in building a more inclusive society and are committed to ensuring accessible healthcare tailored to their needs.

Enhance medical support at Al Dhafra Hospitals, prioritising individuals with disabilities through partnerships with SEHA and Zayed Higher Organisation (ZHO).

Our Children of Determination initiative, in collaboration with HEMMA, provides specialised medical care, reinforcing our commitment to equitable healthcare for all.

We have also partnered with ZHO to promote the procurement of products made by People of Determination, enhancing social inclusion and empowerment.

- **Aligned with the UAE Government's agenda** and the Abu Dhabi Strategy for People of Determination initiatives.
- Under the agreement, we and our **subsidiary Rafed will support ZHO by prioritising goods and services produced by People of Determination,** increasing their visibility, and ensuring their integration into the wider community.
- The collaboration also includes **promoting ZHO's bee-branded products,** such as medical textiles and prosthetic limb supports.
- This initiative supports the **National In-Country Value (ICV) Programme.**

In line with this vision, we have partnered with the Department of Community Development (DCD), Abu Dhabi, to employ 100 People of Determination in the healthcare sector, fostering their integration and empowerment.

- Over the next two years, we will enhance inclusivity across our entities, aligning with the **Abu Dhabi Strategy for People of Determination.** This initiative aims to harness their talents, advance research on their needs, and support their overall wellbeing.
- Shaista Asif, our Group CEO, reaffirmed our commitment to inclusion, diversity, and equal opportunities, in line with the UAE Centennial Plan 2071.
- To further this mission, we have launched the **Empowering Abilities Programme,** introducing flexible work arrangements, accessibility enhancements, and inclusive policies.
- The MoU also focuses on data enhancement, social care services, policy development, and expanding the **PureHeroes volunteer programme** to better serve People of Determination.

Mental Health Wellness

At our core, we recognise that mental health is just as vital as physical wellbeing.

We have also partnered with the Supreme Council for Motherhood and Childhood (SCMC) to enhance mental health services in Abu Dhabi, prioritising the wellbeing of mothers and children.

- **Aligns with Abu Dhabi's mental health strategy** and extends to prevention, treatment, and rehabilitation.

Shaista Asif, our Group CEO, stated:

> "Mental wellness is integral to overall health. Our collaboration with SCMC ensures accessible, inclusive mental health services tailored to mothers and children, strengthening healthcare for all."

Community Wellness

We promote healthier lifestyles and stronger community bonds through wellness-focused initiatives. From weekly walks to school outreach and fitness challenges, we encourage physical activity and mental wellbeing through these programmes.

Active Abu Dhabi, joint initiative by PureHealth and Emirates Foundation, reached over 16,000 students through Abu Dhabi Education and Knowledge (ADEK) School talks and other activities

- Building on the success of the First Steps Challenge, these community walks promoted fitness, wellbeing, and social connection for people of all fitness levels.
- Walks were held every Thursday and Saturday until 1 June 2024, with summer sessions moved indoors from June to August before resuming outdoors in September.
- Under the same banner, we also launched WALK 1000, a community health challenge that encouraged thousands to prioritise fitness and wellbeing across Abu Dhabi.

These activities were supported by the Department of Community Development – Abu Dhabi, Abu Dhabi Police, and the UAE Ministry of Defence, with sponsorship from various partners.

In addition, Active Abu Dhabi reached over 16,000 students through Abu Dhabi Education and Knowledge (ADEK) School talks and other activities.

- The talks promoted physical activity, mental resilience, teamwork, and good nutrition, using real-life stories of perseverance and goal setting to inspire students and their families to adopt holistic wellness habits.
- Plans were also announced to involve more athletes in future sessions to broaden the programme's reach and impact.

At Circle Health Group (CHG), our commitment to giving back to society is deeply embedded in our values and operations. Our CSR strategy is designed to create meaningful impact across communities, support charitable causes, empower employees to participate in purpose-driven initiatives, and embed sustainability into our business practices. From health outreach and poverty alleviation to community development and environmental action, Circle Health Group's approach is driven by empathy, engagement, and equity.

Case Study

In 2024, Circle Health Group strengthened its commitment to social responsibility through local volunteering, charity partnerships, responsible sourcing, and global medical aid.

Across the UK, 667 employees used their paid volunteering day, supporting food drives, veteran care, and charity events. Through our charity matching scheme, we raised AED 652,293 for local causes, along with AED 224,485 for the Motor Neurone Disease Association. We also provided AED 62,631 in grants to 38 local community groups, supporting initiatives in health, education, and the arts.

Additionally, we invested AED 308,678 in employee wellbeing through our Move, Munch, Money, and Mind programme, promoting physical, mental, and financial wellness across the Group.

Sustainable Procurement with Social Impact

By purchasing gifts worth AED 1.02 million from the Social Supermarket, we supported social enterprises, diverted 401 kg of food waste, and created 320 hours of employment.

Medical Aid Beyond Borders

Through donations and staff volunteering, we supported healthcare access in Ghana and Ukraine, reinforcing our commitment to equitable care.

Driving Sustainable Supply Chain

38%
increase in Local Procurement

Our Supplier Code of Conduct reflects our dedication to sustainability, social responsibility, and ethical governance, extending beyond internal operations towards our valued vendors and partners. It sets minimum standards in key areas such as anti-corruption, ethics, human rights, health and safety, and environmental sustainability, ensuring overall ethical business practices. Our suppliers join us in promoting longer, healthier, happier lives, by adhering to these principles.

Rafed's total procurement spend in 2024 amounted to AED 4.219 billion, representing 25% of total expenditure dedicated to In-Country Value spend. Between 2023 and 2024, Rafed's total procurement spend increased by AED 1.1 billion, representing a 35% year-on-year growth. This expansion recorded AED 1 billion in local procurement in 2024 rising from AED 791 million in 2023 showing a growth of 38%, supporting the UAE's National In-Country Value (ICV) Programme.

1 billion
total investment in locally sourced goods and services

During the Make it in the Emirates Forum in Abu Dhabi, we outlined our progress toward an AED 13 billion local procurement target by 2032, having contributed around AED 1 billion (8%) into the national economy in 2024 alone. We are looking forward to attending the upcoming "Make it in the Emirates" forum in May 2025 to identify high-potential SMEs, particularly in healthcare manufacturing, MedTech, and logistics. We continue to be a major contributor to the UAE's economic and social development, enhancing local healthcare manufacturing and procurement, investment in local R&D, and SME development, creating job opportunities, and delivering world-class health services.

SEHA

In 2024, SEHA achieved an ICV score of 81.13%, improved from 79.1% in 2023 which is the highest in the UAE healthcare provider sector under MoIAT's National ICV Programme. This milestone reflects SEHA's strong commitment to local sourcing, developing Emirati talent, and strengthening healthcare resilience through a sustainable supply chain.

SEHA is constantly supporting national industrial growth, aligning with the UAE's vision to enhance economic diversification and self-reliance in critical sectors.

DAMAN

In 2024, Daman achieved an outstanding In-Country Value (ICV) score of 81%, the highest within the healthcare insurance sector. This remarkable performance reflects Daman's commitment to fostering a sustainable and resilient supply chain that supports the UAE's national priorities.

By maximising local procurement, investing in domestic capabilities, and engaging with local suppliers, Daman has reinforced its position as a trusted partner to policyholders, regulators, and stakeholders across the UAE.

Chapter 5
Planet Positive Healthcare

At PureHealth, we are redefining what healthcare means in the context of environmental responsibility. We believe that delivering top-notch care must also protect the health of the planet. As we continue to scale our impact across the region and globally, we are embedding climate action and circular thinking into our strategy, infrastructure, and day-to-day operations. This chapter outlines our approach to environmental sustainability across three key areas: reducing emissions and advancing our net zero ambitions, optimising our use of energy, water, and materials, and upholding environmental stewardship through strong governance, training, and policy alignment.

Approach

We aim to address the below material topics:

Climate Change
Operationalising the implementation of SBTi-validated decarbonisation targets to reduce emissions and support our Net Zero ambition.

Sustainable Energy and Water Management
Improving energy efficiency, water use and across healthcare facilities in line with national and international environmental standards.

Materials and Circularity
Improving waste management across healthcare facilities in line with national and international environmental standards.

2024 Progress

ESG Rating
MSCI AAA provisional ESG rating achieved.

Net Zero Commitment
Committed to Net Zero by 2040 in alignment with SBTi validated targets.

Emissions and Energy
Enhanced tracking through GHG Protocol-aligned methodologies.

37% Lower GHG Intensity across UAE operations since 2022 baseline.

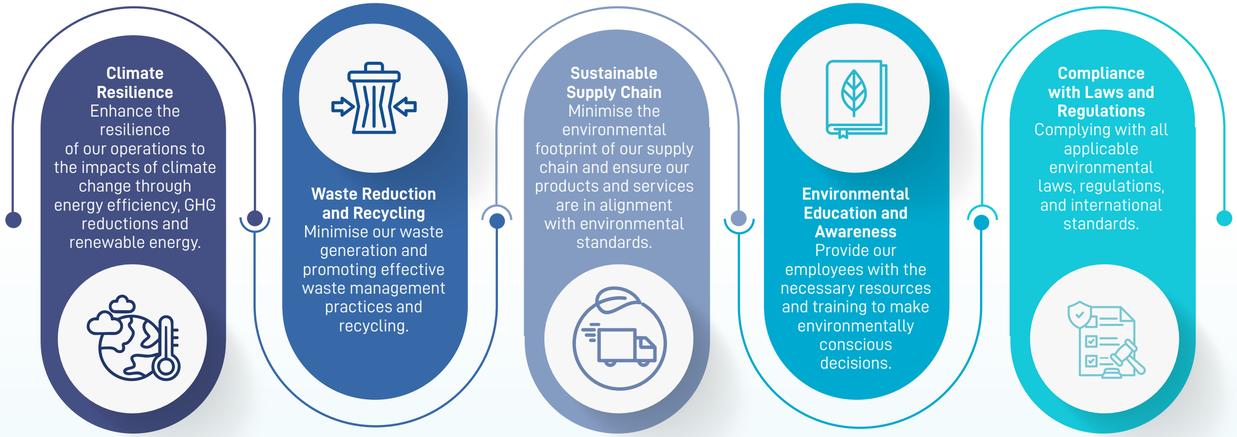
Achieved 4% reduction in Energy Intensity Ratio.

SDGs Mapping:

05

Sustaining the Planet to Heal People

At PureHealth, our efforts are rooted in a clear commitment to environmental responsibility including climate change, biodiversity loss, resource depletion, and pollution, which are aligned with our broader sustainability goals. We continue to reduce our environmental footprint while building a healthier, more sustainable future by integrating science-backed strategies and forward-thinking solutions.



Upholding Environmental Guardianship

Our environmental policy serves as a guiding framework for responsible stewardship, driving innovation and sustainability in every aspect of our operations. The policy focuses on climate resilience, aiming to improve energy efficiency, reduce greenhouse gas emissions, and transition to renewable energy sources. It also prioritises waste reduction through effective recycling and management practices, promotes sustainable supply chain partnerships, and fosters environmental awareness among employees. Our environmental commitments include the following:

- We integrate robust environmental polices across the entities, as outlined in PureHealth's Sustainability and Social Impact Policy, which serves as a guiding framework for sustainable practices across all operations.
- We comply with all applicable environmental laws and international standards including GRI, SASB, and ADX disclosure guidelines.
- We promote environmental awareness among employees through training and internal communication.
- ESG Points of Contact are appointed and are responsible for implementing environmental goals, collecting data, and driving progress at the asset level.

Our Decarbonisation Journey

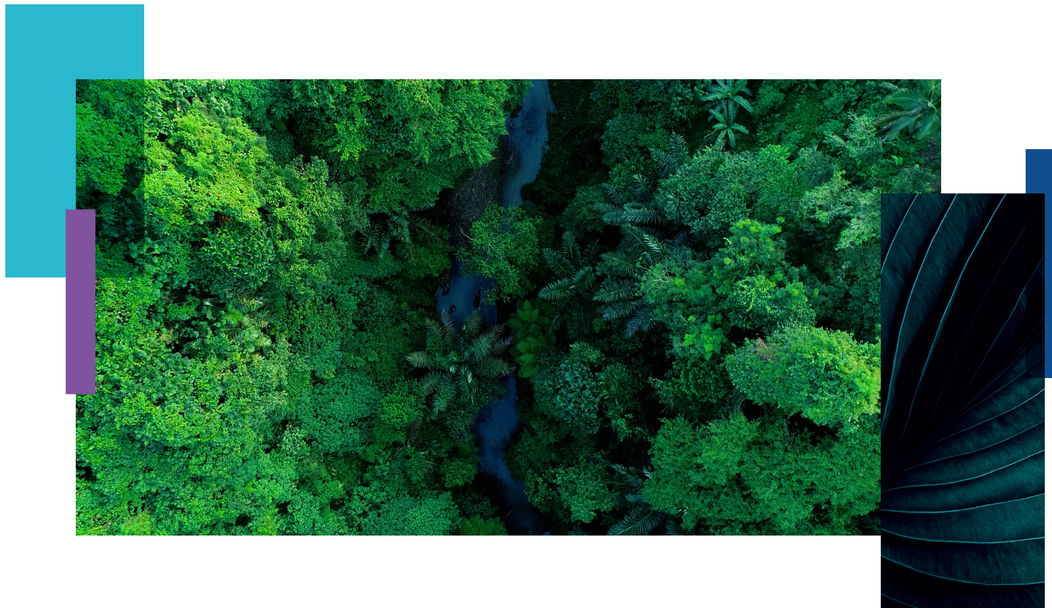
Climate change is one of the greatest health challenges of our time, amplifying risks from disease, heat, and resource scarcity. The healthcare sector has a critical role to play in both reducing its environmental footprint and strengthening resilience against climate-related health threats. While our own emissions may be relatively modest compared to other industries, we recognise our responsibility to lead by example through sustainable practices and by supporting healthier, climate-resilient communities.

Increased Heat-Related Illnesses:
Extreme heat events can lead to heatstroke, dehydration, and exacerbate cardiovascular and respiratory issues.

More Frequent and severe Weather Events:
Floods, droughts, and wildfires can disrupt healthcare infrastructure, displace populations, and lead to injuries and infectious diseases.

Degradation of Air Quality:
Increased air pollution from wildfires and other climate-related events can exacerbate respiratory illnesses like asthma and chronic obstructive pulmonary disease (COPD).

Spread of Vector-Borne Diseases:
Changes in temperature and precipitation patterns can lead to the spread of diseases transmitted by mosquitoes and other vectors.



Decarbonisation Strategy and Net Zero by 2040

Since 2023, we have made strides in our decarbonisation journey, driven by innovation and informed by advanced research and analysis. Our decarbonisation strategy is firmly rooted in scientific principles aligned with the Science-Based Targets Initiative (SBTi), contributing to our promise to combating climate change and nurturing sustainable healthcare practices. We conducted scenario modelling to evaluate multiple decarbonisation pathways, ensuring our targets remain both ambitious and achievable through a structured, science-based roadmap.

PureHealth is aligned with the 1.5°C scenario. We are committed to *Race to Zero* and have developed a comprehensive decarbonisation roadmap to achieve net zero by 2040.

SBTi Target Validated

Science-based targets officially approved

PureHealth's Net Zero Aspirations and Interim Targets

|2022 Baseline Setting
Established our first carbon footprint baseline, initiating our decarbonisation journey

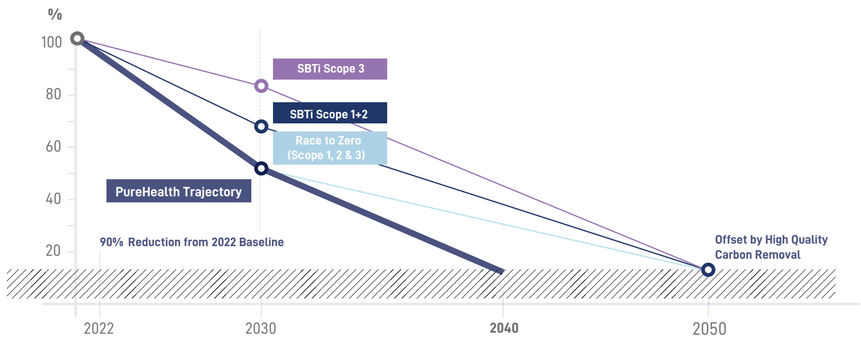
|2023 Strategy Roll out
Carbon Footprinting and Climate Strategy Roll Out

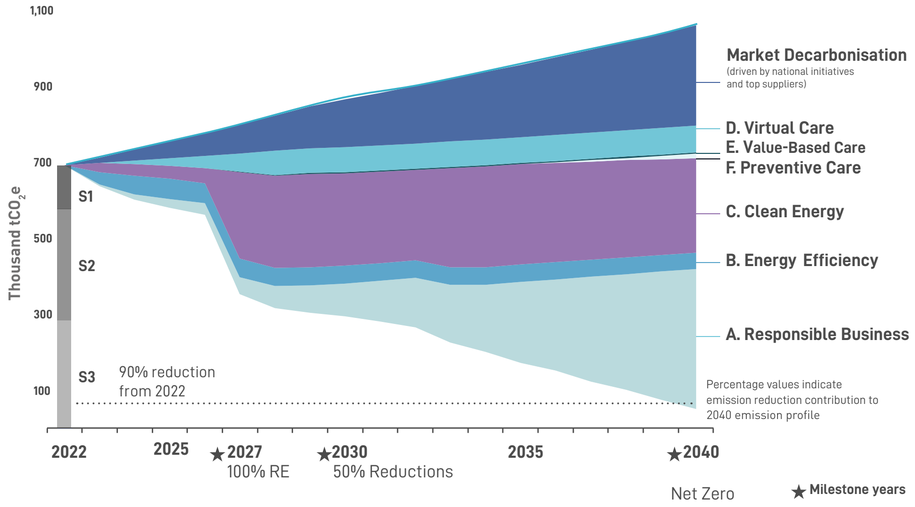
|2027 Near Term Target
Transition to 100% renewable energy by 2027

|2030 Near Term Target
To achieve 50% reductions in GHG emissions by 2030

|2040 Net Zero Target
To achieve Net Zero GHG emissions by 2040 and drive emission reductions in the healthcare ecosystem

Commitment
PureHealth Net Zero 2040





In 2024, we continued to build on our commitment to achieving Net Zero emissions by 2040, reaffirming our dedication to creating a healthier planet and advancing sustainable healthcare practices. We received SBTi target validation, confirming that our near- and long-term emission reduction targets align with the latest climate science and the goals of the Paris Agreement, making PureHealth the first healthcare organisation in the MENA region to set such an ambitious, independently verified decarbonisation goal. We also continued to make significant progress in implementing transformative strategies, maintaining our goal of 100% renewable energy transition across all operations by 2027 and achieving a 50% reduction in overall emissions by 2030.

As part of our decarbonisation roadmap, we have defined clear interim targets and priority initiatives. Our Net Zero by 2040 roadmap, aligned with SBTi and based on a 2022 baseline, includes the following key actions:

- Transitioning 100% of our energy use to renewable sources by 2027
- Enhancing energy efficiency at the facility level through smart retrofits
- Deploying large-scale on-site solar programmes across our assets
- Shifting to a low-emissions fleet and embedding sustainable procurement frameworks

First

CDP Climate Change Disclosure

Decarbonisation Levers

We have identified several critical levers to drive our decarbonisation strategy and aligning with the UAE's sustainability agenda.

GREEN CLINICAL PRACTICES

Initiatives:
- Responsible Business

Driving policies that promote sustainable procurement, better waste management and fugitive emissions management.

Sustainable Procurement: Prioritising the procurement of sustainable materials, products, and services by engaging with suppliers committed to environmental responsibility. By setting stringent criteria and fostering strong partnerships, we drive positive change throughout our supply chain.

Responsible Operations: Optimising the consumption of carbon-intensive resources through innovative strategies that enhance efficiency and reduce environmental impact. Deploying advanced technologies like sensors and lowflow equipment, coupled with employee engagement initiatives, enables us to reduce our reliance on high-emitting resources.

Responsible End-of-Life Waste Management: Adopting a lifecycle approach to waste management, focusing on minimising waste generation, maximising recycling, and responsible disposal.

SMART FACILITIES AND OPERATIONS

Initiatives:
- Energy Efficiency
- Clean Energy

Building sustainable infrastructure to reduce energy consumption and facilitate the transition to non-carbon-emitting energy sources.

Energy Efficiency: Reducing energy consumption by deploying energy efficient equipment, IOT based energy monitoring systems and building green infrastructure and mobility solutions.

Clean Energy: Transitioning to renewable energy sources to meet the energy needs of the organisation. Our overarching goal is to expedite the transition towards 100% renewable energy utilisation across all healthcare facilities by 2027.

VIRTUALISATION OF SERVICES

Initiatives:
- Virtual Care

Catalyst for democratising healthcare by extending remote access and enhancing affordability for patients, this lever represents a paradigm shift in care delivery, leveraging a data-centric approach to enhance patient outcomes.

PureHealth is strategically positioned to transform the healthcare delivery by utilising telemedicine platforms and personal telehealth devices to offer decentralised care services. We are committed to driving innovation in home monitoring and artificial intelligence applications to further bolster our interventions within this realm, reaffirming our dedication to delivering accessible and effective healthcare solutions.

INTEGRATED CARE DELIVERY

Initiatives:
- Value-Based Care
- Preventive Care

This lever is dedicated to advancing value-based and preventative healthcare, leveraging outcome-driven practices to elevate care quality and diminish re-admission rates.

Value Based Care: Adopting outcome-oriented practices, improving quality of care, decreasing re-admission rates. Our strategic focus lies in fostering convergence between payers and providers, alongside devising interventions aimed at seamlessly coordinating our services, tasks, and patient care.

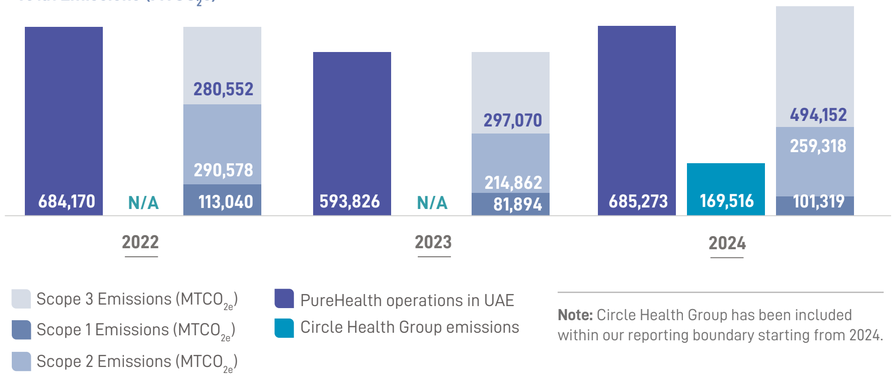
Preventive Care: Reducing patient admissions through a healthier population (e.g., Digital Twins, Lifestyle Solutions). Avoiding the onset of key diseases through lifestyle changes and early detection would be key to reduce patient influx and overall demand for healthcare facilities. By tackling the demand for healthcare at the early stages of disease, prior to necessitating treatment and intervention, significant reductions in carbon emissions can be realised.

In a world where environmental challenges directly impact our health, we are proud to collaborate with the Ministry of Climate Change and Environment (MOCCAE) and Environment Agency, Abu Dhabi (EAD) to build a credible knowledge base and repository of region specific whitepapers on interlinkages between environment and public health. Through our work we are addressing the pressing connections between climate change, public health, and community wellbeing, aiming to create meaningful solutions for a healthier future by uniting expertise and resources. Our collaboration will help to conduct comprehensive studies and research, focusing on how factors such as climate change, heat stress, and pollution affect community wellbeing.

GHG Emissions

We continually track key performance indicators (KPIs) to assess our environmental and operational impact. We monitor our Scope 1, Scope 2, and Scope 3 GHG emissions to understand our carbon footprint and identify improvement areas including monitoring telehealth utilisation to gauge our role in reducing emissions from patient travel. The methodologies used to calculate or estimate climate-related metrics are aligned with the Greenhouse Gas (GHG) Protocol.

Total Emissions ($MTCO_2e$)



Note: Circle Health Group has been included within our reporting boundary starting from 2024.

In 2024, we continued to make notable strides in managing our environmental footprint, with strong progress particularly in the UAE. Our reported greenhouse gas (GHG) emissions this year reflect an expanded boundary, with the inclusion of Circle Health Group, providing a more comprehensive representation of our operations and reinforcing our commitment to transparent disclosures.

Our GHG intensity ratio across UAE operations improved significantly, reducing by 37% from 54.79 in 2022 to 34.54 MTCO2e per million AED, underscoring our ability to decouple emissions from business growth.

These achievements reflect the effectiveness of our climate strategy and operational enhancements as we work towards sustainable growth while minimising our environmental impact.

Securing Our Future: Climate Risk Management

In 2024, a high-level climate risk assessment specific to our operations in the UAE, in line with the Task Force on Climate-Related Financial Disclosures (TCFD) guidelines has been produced. Our assessment focuses on the four pillars of TCFD disclosures: Governance, Strategy, Risk Management, and Metrics and Targets.

As part of our continuous improvement, we plan to undertake a more comprehensive and detailed TCFD assessment for 2025, which will be presented as an independent report to showcase our efforts to transparency and proactive climate risk management.

37% Lower GHG Intensity
Across UAE operations since 2022 baseline

The Four Pillars of TCFD Disclosure

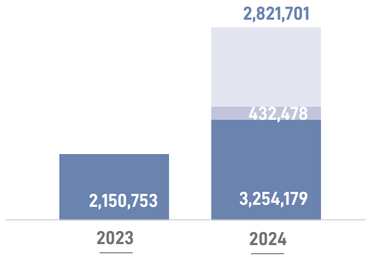
Optimising Responsible Resource Use and Circularity

We are committed to optimising resource use and embracing circularity to minimise environmental impact.

This section outlines our 2024 progress and focused initiatives in energy optimisation, waste management, and water management, highlighting our efforts to conserve resources, reduce waste, and implement sustainable practices across our healthcare operations.

ENERGY OPTIMISATION

In 2024, we continued to advance our commitment to sustainability by implementing our large-scale Internet of Things (IoT) deployment strategy across our healthcare network. Building on the groundwork laid in 2023, we are in the process of rolling out IoT-based solutions across prioritised assets, identified through a comprehensive baselining exercise to leverage real-time data and intelligent automation to optimise energy consumption, enhance operational efficiency, and reduce environmental impact. We are setting the stage for a more sustainable and efficient healthcare model, aligning with our long-term decarbonisation goals and the UAE's broader sustainability agenda by continuously refining these systems.



In 2024, our total energy consumption reached 3,254,179 GJ, demonstrating an expansion in our operational footprint and enhanced data management through more robust and comprehensive tracking across all locations, including our UAE and UK operations. Notably, we have strengthened our focus on diversifying our energy sources, with clear reporting of non-renewable and purchased energy to drive targeted efficiency initiatives.

Our energy intensity ratio remains a key metric guiding our performance, with improved tracking ensuring greater transparency and alignment with our commitment to optimise energy use as our business grows. This reflects our dedication to responsible energy management, operational excellence, and continued progress towards our long-term sustainability ambitions.

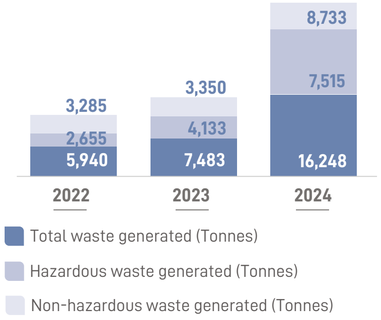
WASTE MANAGEMENT

3,232
Tonnes of waste recycled

With the extent of our healthcare operations, we fully understand the importance of managing waste responsibly. We aim to minimise waste, ensure compliance with regulations, and reduce the risks associated with infection and disease transmission in order to protect public health while promoting resource efficiency.

We are focusing on ways to increase the treatment and recycling of our non-hazardous waste. Incineration is the main method used in managing hazardous waste disposal, however, we are actively exploring more sustainable and innovative alternatives for managing specific waste streams. We recognise the complexities of handling of hazardous medical waste and therefore, our commitment lies in reducing the amount of waste directed to landfills and actively seeking sustainable alternatives for disposal.

Total generated waste (Tonnes)



In 2024, we made remarkable strides in our waste management performance, with a total of 3,232 tonnes of waste successfully recycled across our UAE and UK operations. This marks an important step forward in our commitment to resource recovery and circularity. By expanding our recycling efforts to new regions, strengthening infrastructure, and promoting responsible waste practices, we continue to embed sustainability into our daily operations. Our proactive actions demonstrate measurable progress toward minimising environmental impact and optimising material use as we work toward our long-term environmental goals.

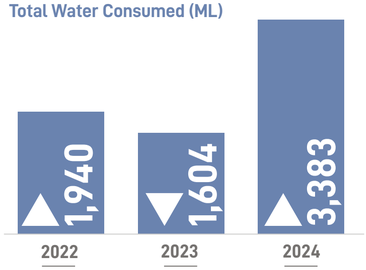
WATER STEWARDSHIP

We view water as an essential for both quality patient care and environmental responsibility. We are deeply committed to sustainable water management across our healthcare network, actively monitoring usage patterns to identify opportunities for conservation and efficiency.

Our efforts go beyond systems and processes through engaging awareness programmes, we empower employees and patients alike to play their part in safeguarding this vital resource.

In 2024, our total water consumption was 3,383 Megalitres (ML), reflecting our expanding operational footprint. UAE operations accounted for 2,889 ML (85%) and Circle Health Group in the UK contributed 494 ML (15%). As our presence grows, we remain committed to sustainable water management through ongoing efficiency enhancements and responsible usage practices, supporting our long-term environmental goals.

Total Water Consumed (ML)



Chapter 6
Economic Growth

At PureHealth, economic growth is a vehicle for meaningful transformative impact, enabling us to contribute to national progress, elevate global healthcare standards, and create long-term value for our stakeholders. This chapter highlights our financial resilience and strategic growth, showcasing key achievements in revenue expansion, acquisitions, and global market presence. Our commitment to economic sustainability is also reflected in investments made in governance, community and internationally recognised certifications maintained to mirror our quality, safety, and excellence in care delivery. With a clear vision and strong financial footing, we are building a healthcare system that is deeply people-centred and future ready.

Approach

We aim to address the below material topics:

Economic Performance and Value Creation
Enhancing shareholder value through strong financial outcomes, efficiency, and strategic investments.

Driving economic resilience through diversification, acquisitions, and international growth.

Expansion of our portfolio across various domains, including hospitals, diagnostics, insurance, and procurement to create a fully integrated healthcare ecosystem.

2024 Progress

Strong Financial Growth
AED 25.8 Billion in revenue (+56% increase compared to 2023)

AED 1.7 billion in net profit (+78%)

EBITDA AED 4.1 billion (+69%)

Local Economic Contribution
Total economic value distributed reaches AED 23.9 billion with a 52% increase

SDGs Mapping:

06

Economic Resilience and Impact

The healthcare sector stands at the brink of a transformative era, driven by rapid advancements in technology, especially Artificial Intelligence (AI).

These innovations are poised to redefine care delivery, sharpen diagnostic precision, and significantly improve patient experience. According to The Economist, global health spending is expected to grow by 1.1% in real terms in 2024, outpacing inflation, even as nominal US-dollar growth slows to 6.1%. Morgan Stanley reports that investments in AI and machine learning are expected to account for more than 10% of healthcare budgets in 2024, doubling from around 5% in 2022. Despite this progress, the sector continues to grapple with challenges left in the wake of the Covid-19 pandemic, including ongoing workforce shortages and rising cost pressures.

Financial Highlights

In 2024, we recorded strong economic performance, with total revenue rising to AED 25.8 billion, marking a 58% increase from 2023. The total economic value we distributed also grew significantly, reaching AED 23.9 billion with a 52% increase. Our employee wages and benefits nearly doubled, reflecting a 90% rise and highlighting our focus on workforce investment. The economic value we retained improved to AED 2.6 billion.

AED 25.8 billion
Revenue generated

AED 1.7 billion
Net profit in 2024

AED 2.6 billion
Economic value retained

This milestone reflects our continued rise as a global healthcare leader and our ability to drive value while staying resilient in a dynamic market landscape.

Our Earnings Before Interest, Taxes, Depreciation, and Amortisation (EBIDTA) reached AED 4.1 billion, marking a 69% increase over 2023, with an EBITDA margin of 15.9%. Net profit for the year rose by 78% to AED 1.7 billion, with a net profit margin of 6.6%. Our total assets increased by 72% year-on-year, reaching AED 48.6 billion, supported by disciplined execution and strong cash flow generation. As a publicly listed entity on the Abu Dhabi Securities Exchange (ADX), our share price performance reflects growing investor confidence in our long-term strategy. Since our listing, we have continued to demonstrate our financial strength and commitment to transparency.

EBITDA Margin
+1.1 ppts YoY
15.9%

EBITDA
+69% YoY
AED 4,119mn

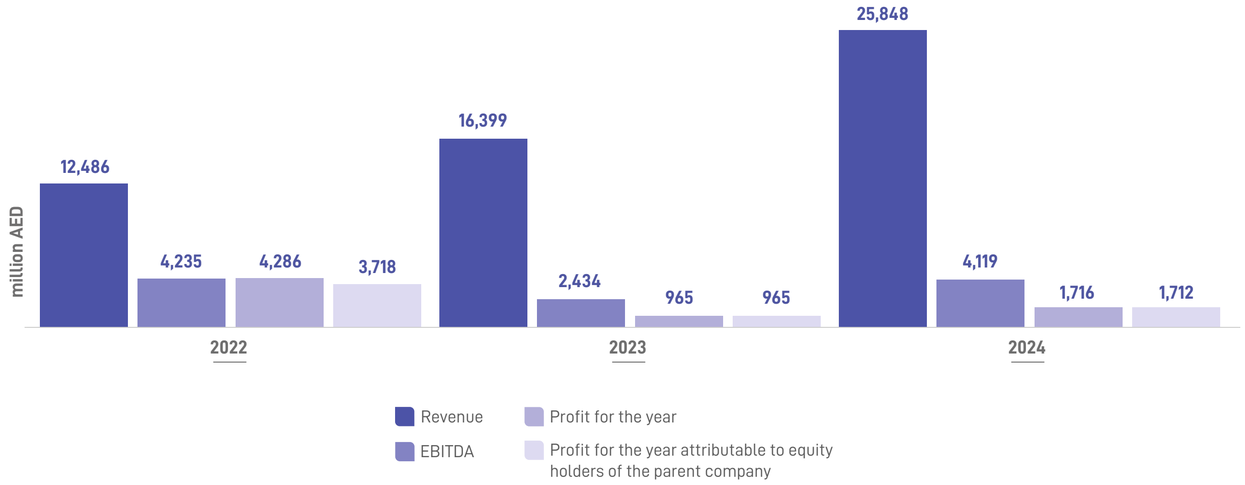
Net profit Margin
+0.8 ppts YoY
6.6%

Net profit
+78% YoY
AED 1,716mn

EPS
+AED 0.05 (+60% YoY)
AED 0.15

Return on Invested Capital
+2.8 ppts YoY
14.5%

Consolidated statement of profit and loss



Medium-term Financial and Operational Targets:

FY 2023		FY 2024	MEDIUM-TERM TARGET (2025-2029)
+31%	REVENUE GROWTH (VS PRIOR PERIOD)	+58%	Mid- to High-teens
0%	INTERNATIONAL BUSINESS AS % OF REVENUE	18.1%	c.50%
14.8%	EBITDA MARGIN	15.9%	Low 20s
2.7%	CAPEX AS % OF REVENUE	3.7%	<5%
(3.3)x	NET DEBT** / EBITDA	0.9x	3.0x**

*Before Intercompany eliminations.
** The target is to get to a debt threshold (Incl. lease liabilities, adjusted for restricted cash items) of 3.0x of EBITDA

Acquisitions and Investments

As part of our ongoing journey to redefine healthcare, we have achieved remarkable milestones through strategic acquisitions and investments. In 2024, we executed two landmark acquisitions, advancing our ambition to shape the future of healthcare on a global scale.

Global Acquisition

Circle Health Group, UK:

The UK's largest independent hospital operator, with a network of over 50 hospitals, 2,000 beds and over 9,000 employees. This 100% acquisition provides us with strategic access to one of the world's most advanced healthcare systems, allowing knowledge transfer, operational benchmarking, and patient referral synergies. The deal was valued at approximately USD 1.2 billion (AED 4.4 billion), representing our first large-scale expansion into Europe.

UAE Acquisition

Sheikh Shakhbout Medical City (SSMC):

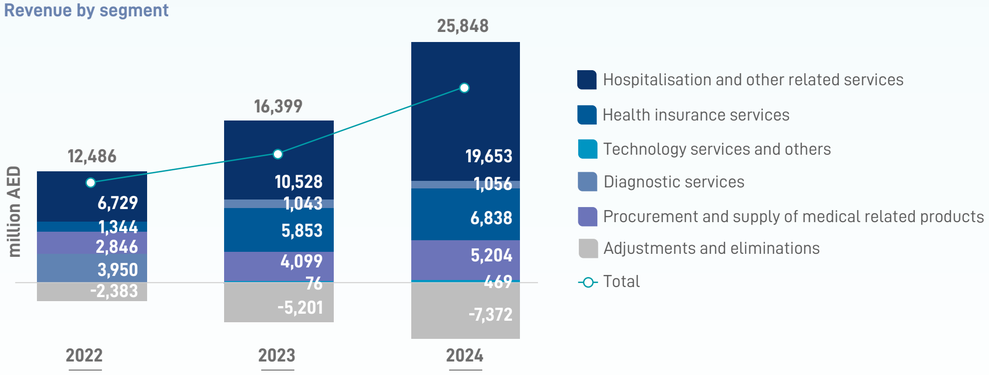
The UAE's largest tertiary hospital, co-managed with Mayo Clinic. The acquisition enhances our local portfolio and consolidates our leadership in complex care delivery. It also brings the UAE's largest healthcare facility, with a built-up area of over 312,000 square meters and an overall capacity of 672, beds and 162 outpatient rooms within 10 clinical departments and employs over 489 physicians and 1,500 nurses. The deal was valued at approximately USD 600 million (AED 2.1 Billion).

In 2024, we also divested our investments in YAS Clinics and Abu Dhabi Stem Cell Centre (ADSCC) at book value as part of our strategic focus on streamlining operations and prioritising specialised healthcare services. The transaction was conducted in full compliance with applicable regulations and permissible thresholds, with minimal financial impact on our overall performance.

In addition, we launched the below and these investments represent a shift from traditional healthcare delivery to a future-oriented, data-driven ecosystem, and will drive long-term cost savings, patient outcomes, and market differentiation.

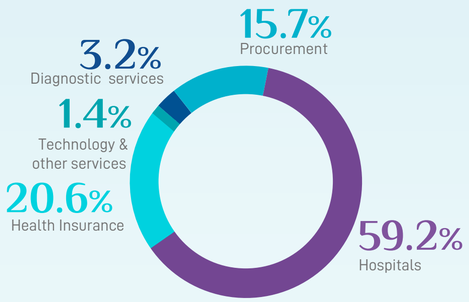
- Pura super-app: An AI-powered digital platform enabling seamless access to care, virtual consultations, and personalised health services.
- PureNet Platform: A business-to-business digital solution offering interoperability, diagnostics integration, and operational efficiencies across partner hospitals.

Revenue by segment

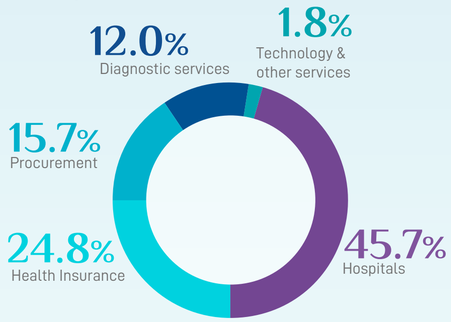


Revenue by Segment (2024)

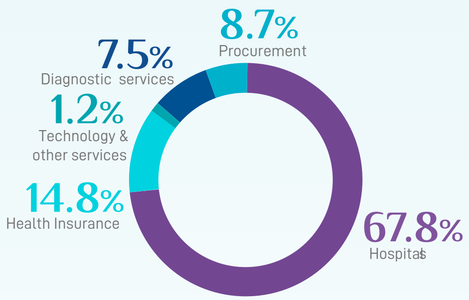
Total revenue
(before adjustments and eliminations)



Total Net Profit
(before adjustments and eliminations)



Total EBITDA
(before adjustments and eliminations)



Direct and Distributed Economic Value

Our role as the largest healthcare group in the Middle East allows us to create and distribute value far beyond financial returns; by building local capacity, strengthening health systems, and supporting inclusive national growth.

We believe in the transformative power of grassroots engagement, focusing on initiatives that generate economic opportunities, promote education, and enhance overall quality of life. Through these strategic programmes, we strive to create lasting positive impacts while fostering meaningful connections with the communities it serves.

Market Growth Strategies

We have employed several strategies to achieve market growth which contributed to remarkable financial results, such as a 58% rise in revenue in 2024.

Strategic Acquisitions:
In 2024, we completed the acquisition of Circle Health Group, the largest private hospital network in the UK, encompassing over 50 hospitals and healthcare facilities. Simultaneously, we acquired SSMC which was designated as a Centre of Excellence for Burns by the Department of Health–Abu Dhabi.

Operational Efficiency:
We enhance patient care and streamline operations, enabling predictive and personalised healthcare solutions by embracing advanced technologies such as artificial intelligence.

Diversification:
We have expanded our portfolio across various domains, including hospitals, diagnostics, insurance, and procurement to create a fully integrated healthcare ecosystem, offering a seamless experience for patients.

International Growth:
We are steadily increasing our presence on the global stage, aiming to establish ourselves as a leading name in healthcare.

Commitment to Innovation:
We continue to improve our healthcare services and operational capabilities by utilising technology and data analytics.

Strategic Vision for Future Growth

As part of our vision to pioneer innovation, redefine healthcare, and drive transformative growth, we are continuously expanding through strategic acquisitions. These initiatives set the stage for long-term excellence, reinforcing our commitment to delivering world-class healthcare solutions.

Forward-Looking Strategic Initiatives

HELLENIC HEALTHCARE GROUP
Binding offer acquiring 60% stake in Hellenic Healthcare Group, largest private healthcare group in Greece and Cyprus.

LARGEST REFERENCE LAB
Launching UAE's Largest Reference Lab to enable faster, informed healthcare decisions.

Pura LONGEVITY CLINICS
Launching Pura Longevity Clinics that will focus on disease prevention and enhancing quality of life through state-of-the-art AI tools alongside latest medical technology.

ORGANIC EXPANSION IN THE UK
Expanding Circle Health Group's footprint through new sites, addition of new specialties and venturing into Robotic Surgeries PureHealth.

UAE HEALTHCARE INFRASTRUCTURE EXPANSION

- Super specialty service expansion such as Bone Marrow Transplant and New Cancer Institute.
- Opening of New Outpatient Clinics
- Addition of Long-Term Care Beds.
- Launch of Special Needs Centres & Hubs within The Mental Health Platform, Sakina.

Appendices

The Appendices section provides additional details and supporting information to complement the main content of this report. It includes comprehensive data sets, methodology explanations, and reference materials, offering transparency and deeper insights into PureHealth's performance and initiatives.

Appendix A
2024 Reporting Boundary

Business Segments	Entities	Reporting Boundary
Hospitals and Other Healthcare - related Services	Abu Dhabi Healthcare Company (SEHA)	●
	SEHA CLINICS (formerly Ambulatory Healthcare Services (AHS))	●
	The Life Corner (TLC) including Dawak	●
	Sheikh Shakhbout Medical City (SSMC)	●
	Circle Health Group (In UK)	●
	Ardent Health Partners Inc. (in USA)	◉
	The Medical Office (TMO)	●
	The National Rehabilitation Center (NRC)	●
	Tamouh Healthcare	●
Health Insurance Services	Daman (The National Insurance Company)	●
Diagnostic Services	PureLab	●
Procurement and Supply of Medical related Services	Rafed	●
	One Health	●
Technology Services and Others	PureCS	●
	TalentOne	●

● Included ◉ Not included (outside operational control)

Appendix B Sustainability Data Index

Social

Key Performance Indicators	Units	2022	2023	2024	% Deviation
Employee Count					
Total employees	**Number**	**19,298**	**20,282**	**36,331**	**79**
UAE	Number	19,298	20,282	26,373	
UK	Number	-	-	9,958	
Breakdown by:					
(1) Gender					
Female	**Number**	**12,327**	**12,837**	**24,137**	**88**
UAE	Number	12,327	12,837	16,394	
UK	Number	-	-	7,743	
Male	**Number**	**6,971**	**7,445**	**12,194**	**64**
UAE	Number	6,971	7,445	9,979	
UK	Number	-	-	2,215	
(2) Management					
Senior management	**Number**	**260**	**362**	**489**	**35**
UAE	Number	260	362	361	
UK	Number	-	-	128	
Middle management	**Number**	**2,892**	**3,790**	**3,454**	**-9**
UAE	Number	2,892	3,790	2,652	
UK	Number	-	-	802	
Junior management	**Number**	**16,146**	**16,130**	**32,388**	**101**
UAE	Number	16,146	16,130	23,360	
UK	Number	-	-	9,028	

Key Performance Indicators	Units	2022	2023	2024	% Deviation
(3) Age Group					
Below 30 years	**Number**	**1,830**	**2,168**	**4,649**	**114**
UAE	Number	1,830	2,168	3,131	
UK	Number	-	-	1,518	
Between 30-50 years	**Number**	**14,264**	**13,354**	**23,439**	**76**
UAE	Number	14,264	13,354	18,972	
UK	Number	-	-	4,467	
Above 50 years	**Number**	**3,204**	**4,760**	**8,243**	**73**
UAE	Number	3,204	4,760	4,270	
UK	Number	-	-	3,973	
(4) Disability					
People of determination	**Number**	**50**	**50**	**315**	**530**
UAE	Number	50	50	60	
UK	Number	-	-	255	
Contractors	**Number**	**871**	**1165**	**833**	**-28**
UAE	Number	871	1165	833	
UK	Number	-	-	-	
Diversity and Equal Opportunity					
Percentage of employees per employee category in each of the following diversity categories					
(1) Age group					
Under 30 years old:					
Senior management	**Percentage**	**0.01**	**0.01**	**0.01**	**0**
UAE	Percentage	0.01	0.01	0	
UK	Percentage	-	-	0.03	

Key Performance Indicators	Units	2022	2023	2024	% Deviation
Middle management	**Percentage**	**0.57**	**2.60**	**0.12**	**-95**
UAE	Percentage	0.57	2.60	0.05	
UK	Percentage	-	-	0.3	
Staff	**Percentage**	**8.90**	**8.08**	**12.68**	**57**
UAE	Percentage	8.90	8.08	11.84	
UK	Percentage	-	-	14.92	
Between 30-50 years:					
Senior management	**Percentage**	**0.97**	**1.26**	**0.77**	**-39**
UAE	Percentage	0.97	1.26	0.83	
UK	Percentage	-	-	0.58	
Middle management	**Percentage**	**11.57**	**11.27**	**6.26**	**-44**
UAE	Percentage	11.57	11.27	6.84	
UK	Percentage	-	-	4.71	
Staff	**Percentage**	**61.37**	**53.32**	**57.46**	**8**
UAE	Percentage	61.37	53.32	64.22	
UK	Percentage	-	-	39.57	
Over 50 years old					
Senior management	**Percentage**	**0.36**	**0.52**	**0.60**	**15**
UAE	Percentage	0.36	0.52	0.53	
UK	Percentage	-	-	0.67	

Key Performance Indicators	Units	2022	2023	2024	% Deviation
Middle management	**Percentage**	**2.85**	**4.82**	**3.13**	**-35**
UAE	Percentage	2.85	4.82	3.16	
UK	Percentage	-	-	3.04	
Staff	**Percentage**	**13.39**	**18.13**	**19**	**5**
UAE	Percentage	13.39	18.13	12.51	
UK	Percentage	-	-	36.19	
(2) Gender					
Female					
Senior management	**Percentage**	**0.42**	**0.61**	**0.51**	**-15**
UAE	Percentage	0.42	0.61	0.46	
UK	Percentage	-	-	0.63	
Middle management	**Percentage**	**8.29**	**9.11**	**4.22**	**-54**
UAE	Percentage	8.29	9.11	3.86	
UK	Percentage	-	-	5.17	
Staff	**Percentage**	**55.16**	**53.57**	**61.70**	**15**
UAE	Percentage	55.16	53.57	57.83	
UK	Percentage	-	-	72	
Male					
Senior management	**Percentage**	**0.92**	**1.17**	**0.84**	**-28**
UAE	Percentage	0.92	1.17	0.91	
UK	Percentage	-	-	0.65	
Middle management	**Percentage**	**6.69**	**9.57**	**5.29**	**-45**
UAE	Percentage	6.69	9.57	6.20	
UK	Percentage	-	-	2.88	
Staff	**Percentage**	**28.51**	**25.96**	**27.44**	**6**
UAE	Percentage	28.51	25.96	30.74	
UK	Percentage	-	-	18.71	

Key Performance Indicators	Units	2022	2023	2024	% Deviation
Percentage of individuals within the organisation's leadership					
(1) Age group					
Under 30 years old	**Percentage**	**0.77**	**0.55**	**0.61**	**11**
UAE	Percentage	0.77	0.55	0	
UK	Percentage	-	-	2.34	
30-50 years old	**Percentage**	**72.31**	**70.44**	**57.06**	**-19**
UAE	Percentage	72.31	70.44	61.22	
UK	Percentage	-	-	45.31	
Over 50 years old	**Percentage**	**26.92**	**29.01**	**42.33**	**46**
UAE	Percentage	26.92	29.01	38.78	
UK	Percentage	-	-	52.34	
(2) Gender					
Female	**Percentage**	**31.54**	**34.25**	**37.63**	**10**
UAE	Percentage	31.54	34.25	33.52	
UK	Percentage	-	-	49.22	
Male	**Percentage**	**68.46**	**65.75**	**62.37**	**-5**
UAE	Percentage	68.46	65.75	66.48	
UK	Percentage	-	-	50.78	
Employee new hires					
Total number of new employee hires entering employment during the reporting period	**Number**	**3,445**	**2,822**	**6,388**	**126**
UAE	Number	3,445	2,822	4,685	
UK	Number	-	-	1,703	
Breakdown by:					
(1) Age group					
Under 30 years old	**Number**	**1,489**	**788**	**1,882**	**139**
UAE	Number	1,489	788	1,288	
UK	Number	-	-	594	

Key Performance Indicators	Units	2022	2023	2024	% Deviation
30-50 years old	**Number**	**1,782**	**1,799**	**3,880**	**116**
UAE	Number	1,782	1,799	3,068	
UK	Number	-	-	812	
Over 50 years old	**Number**	**174**	**235**	**704**	**200**
UAE	Number	174	235	329	
UK	Number	-	-	375	
(2) Gender					
Female	**Number**	**2,103**	**1,606**	**4,201**	**162**
UAE	Number	2,103	1,606	2,955	
UK	Number	-	-	1,246	
Male	**Number**	**1,342**	**1,216**	**2,187**	**80**
UAE	Number	1,342	1,216	1,730	
UK	Number	-	-	457	
Employee turnover					
Total number of employees leaving employment during the reporting period	**Number**	**3,377**	**2,242**	**4,226**	**88**
UAE	Number	3,377	2,242	2,758	
UK	Number	-	-	1,468	
Turnover rate	Percentage	17.5	11.05	11.63	5
UAE	Percentage	17.5	11.05	10.46	
UK	Percentage	-	-	14.74	

Key Performance Indicators	Units	2022	2023	2024	% Deviation
(employee turnover (Cont.)) Breakdown by:					
(1) Age group					
Under 30 years old	**Number**	**352**	**280**	**544**	**94**
UAE	Number	352	280	232	
UK	Number	-	-	312	
30-50 years old	**Number**	**2,452**	**1,585**	**2,666**	**68**
UAE	Number	2,452	1,585	2,023	
UK	Number	-	-	643	
Over 50 years old	**Number**	**573**	**377**	**1,016**	**169**
UAE	Number	573	377	503	
UK	Number	-	-	513	
(2) Gender					
Female	**Number**	**2,215**	**1,416**	**2,793**	**97**
UAE	Number	2,215	1,416	1,676	
UK	Number	-	-	1,117	
Male	**Number**	**1,162**	**826**	**1,433**	**73**
UAE	Number	1,162	826	1,082	
UK	Number	-	-	351	
Parental leave					
Total number of employees that took parental leave					
Female	**Number**	**575**	**563**	**1,292**	**129**
UAE	Number	575	563	905	
UK	Number	-	-	387	
Male	**Number**	**231**	**284**	**616**	**117**
UAE	Number	231	284	562	
UK	Number	-	-	54	

Key Performance Indicators	Units	2022	2023	2024	% Deviation
Number of employees that returned to work in the reporting period after parental leave ended					
Female	**Number**	**572**	**552**	**1,146**	**108**
UAE	Number	572	552	894	
UK	Number	-	-	252	
Male	**Number**	**230**	**284**	**583**	**105**
UAE	Number	230	284	557	
UK	Number	-	-	26	
Number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work					
Female	**Number**	**554**	**543**	**1,231**	**127**
UAE	Number	554	543	844	
UK	Number	-	-	387	
Male	**Number**	**193**	**258**	**579**	**124**
UAE	Number	193	258	525	
UK	Number	-	-	54	
Return to work rate					
Female	**Percentage**	**99.48**	**98.05**	**89**	**-9**
UAE	Percentage	99.48	98.05	99	
UK	Percentage	-	-	65.12	
Male	**Percentage**	**99.57**	**100**	**95**	**-5**
UAE	Percentage	99.57	100	99	
UK	Percentage	-	-	48	
Retention rate					
Female	**Percentage**	**96.85**	**98.37**	**97**	**-1**
UAE	Percentage	96.85	98.37	97	
UK	Percentage	-	-	100	
Male	**Percentage**	**83.91**	**90.85**	**100**	**10**
UAE	Percentage	83.91	90.85	100	
UK	Percentage	-	-	100	

Key Performance Indicators	Units	2022	2023	2024	% Deviation
Emiratisation					
Full-time employees in UAE	Number	19,298	20,282	26,373	79
Number of UAE National Employees	Number	4,887	4,953	5,365	8
Emiratisation rate	Percentage	25.32	24.42	20.34	-17
Training and education					
Total training provided to employees	**Hours**	**658,083**	**605,184**	**639,823**	**6**
UAE	Hours	658,083	605,184	491,387	
UK	Hours	-	-	148,436	
Total training (male)	**Hours**	**190,301**	**185,839**	**171,274**	**-8**
UAE	Hours	190,301	185,839	141,832	
UK	Hours	-	-	29,442	
Total training (female)	**Hours**	**467,782**	**419,345**	**468,549**	**11**
UAE	Hours	467,782	419,345	349,555	
UK	Hours	-	-	118,994	
Average training per male employees	**Hours/ employee**	**24**	**25**	**14**	**-44**
UAE	Hours/ employee	24	25	14	
UK	Hours/ employee	-	-	13	
Average training per female employees	**Hours/ employee**	**34**	**31**	**19**	**-35**
UAE	Hours/ employee	34	31	21	
UK	Hours/ employee	-	-	15	

Key Performance Indicators	Units	2022	2023	2024	% Deviation
Performance Review					
Percentage of employees who received a regular performance and career development review					
Breakdown by gender:					
Male	**Percentage**	**32.74**	**40.23**	**66.86**	**26.63**
UAE	Percentage	32.74	40.23	59.50	
UK	Percentage	-	-	100	
Female	**Percentage**	**23.90**	**24.36**	**71.32**	**46.96**
UAE	Percentage	23.90	24.36	57.77	
UK	Percentage	-	-	100	
Occupational Health and Safety					
Work-related injuries for all employees:					
The number of fatalities as a result of work-related injury	**Number**	**0**	**0**	**0**	**0**
UAE	Number	0	0	0	
UK	Number	-	-	0	
The number of recordable work-related injuries	**Number**	**106**	**133**	**1,427**	**797**
UAE	Number	106	133	515	
UK	Number	-	-	912	
Work-related ill health for all employees					
The number of fatalities as a result of work-related ill health	**Number**	**0**	**0**	**0**	**0**
UAE	Number	0	0	0	
UK	Number	-	-	0	
The number of cases of recordable work-related ill health	**Number**	**-**	**-**	**72**	**+**
UAE	Number	-	-	0	
UK	Number	-	-	72	

Key Performance Indicators	Units	2022	2023	2024	% Deviation
Non-Discrimination, Child and Forced Labour, and Security Practices					
Percentage of security personnel who have received formal training in human rights policies and their application to security	**Percentage**	**100**	**100**	**100**	**0**
UAE	Percentage	100	100	100	
UK	Percentage	-	-	-	
Number of child labour incidents	**Number**	**0**	**0**	**0**	**0**
UAE	Number	0	0	0	
UK	Number	-	-	0	
Number of forced or compulsory labour incidents	**Number**	**0**	**0**	**0**	**0**
UAE	Number	0	0	0	
UK	Number	-	-	0	
Incidents of discrimination	**Number**	**-**	**-**	**0**	**0**
UAE	Number	-	-	0	
UK	Number	-	-	0	
Corporate Social Responsibility					
Total spend	**Million AED**	**-**	**35**	**93.34**	**167**
UAE	Million AED	-	35	92.41	
UK	Million AED	-	-	0.93	
Number of initiatives undertaken	**Number**	**-**	**495**	**1,151**	**133**
Volunteering hours	**Number**	**-**	**-**	**82,262**	**+**
UAE	Number	-	-	74,258	
UK	Number	-	-	8,004	

Key Performance Indicators	Units	2022	2023	2024	% Deviation
Remuneration					
Senior management					
Female	**Million AED**	**-**	**-**	**132**	**+**
UAE	Million AED	-	-	106	
UK	Million AED	-	-	26	
Male	**Million AED**	**-**	**-**	**314**	**+**
UAE	Million AED	-	-	278	
UK	Million AED	-	-	36	
Middle management					
Female	**Million AED**	**-**	**-**	**747**	**+**
UAE	Million AED	-	-	637	
UK	Million AED	-	-	109	
Male	**Million AED**	**-**	**-**	**1,075**	**+**
UAE	Million AED	-	-	1,017	
UK	Million AED	-	-	57	
Junior management					
Female	**Million AED**	**-**	**-**	**3,374**	**+**
UAE	Million AED	-	-	2,648	
UK	Million AED	-	-	726	
Male	**Million AED**	**-**	**-**	**1,787**	**+**
UAE	Million AED	-	-	1,572	
UK	Million AED	-	-	215	

Environment

Key Performance Indicators	Units	2022	2023	2024	% Deviation
Emissions					
Total scope 1 emissions	**$MTCO_2e$**	**113,040**	**81,894**	**101,319**	**24**
UAE	$MTCO_2e$	113,040	81,894	79,440	
UK	$MTCO_2e$	-	-	21,879	
Total scope 2 emissions	**$MTCO_2e$**	**290,578**	**214,862**	**259,318**	**21**
UAE	$MTCO_2e$	290,578	214,862	248,615	
UK	$MTCO_2e$	-	-	10,703	
Total scope 3 emissions	**$MTCO_2e$**	**280,552**	**297,070**	**494,152**	**66**
UAE	$MTCO_2e$	280,552	297,070	357,218	
UK	$MTCO_2e$	-	-	136,934	
Total emissions	**$MTCO_2e$**	**684,170**	**593,826**	**854,789**	**44**
UAE	$MTCO_2e$	684,170	593,826	685,273	
UK	$MTCO_2e$	-	-	169,516	
GHG intensity ratio	**$MTCO_2e$ / Million AED**	**54.79**	**36.21**	**33.07**	**-**
UAE	$MTCO_2e$ / Million AED	54.79	36.21	34.54	
UK	$MTCO_2e$ / Million AED	-	-	28.23	
Energy					
Total energy consumption during the year	**GJ**	**-**	**2,150,753**	**3,254,179**	**51**
UAE	GJ	-	2,150,753	2,851,768	
UK	GJ	-	-	402,411	
Non-renewable energy consumption	**GJ**	**-**	**-**	**432,478**	**+**
UAE	GJ	-		216,159	
UK	GJ	-	-	216,319	

Key Performance Indicators	Units	2022	2023	2024	% Deviation
Electricity and cooling consumption	**GJ**	**-**	**-**	**2,821,701**	**+**
UAE	GJ	-	-	2,635,609	
UK	GJ	-	-	186,092	
Energy intensity ratio	**GJ / Million AED**	**-**	**131.15**	**125.90**	**-4**
UAE	GJ / Million AED	-	131.15	143.72	
UK	GJ / Million AED	-	-	67	
Waste					
Total generated waste	**Tonne**	**5,940**	**7,483**	**16,248**	**117**
UAE	Tonne	5,940	7,483	11,207	
UK	Tonne	-	-	5,041	
Hazardous waste	**Tonne**	**2,655**	**4,133**	**7,515**	**82**
UAE	Tonne	2,655	4,133	5,169	
UK	Tonne	-	-	2,346	
Non-hazardous waste	**Tonne**	**3,285**	**3,350**	**8,733**	**161**
UAE	Tonne	3,285	3,350	6,038	
UK	Tonne	-	-	2,695	
Total waste recycled	**Tonne**	**794**	**180**	**3,232**	**1,408**
UAE	Tonne	794	180	941	
UK	Tonne	-	-	2,291	
Total waste diverted to landfill	**Tonne**	**3,867**	**2,924**	**5,500**	**56**
UAE	Tonne	3,867	2,924	5,097	
UK	Tonne	-	-	403	
Water					
Total water consumption	**ML**	**1,940**	**1,604**	**3,383**	**111**
UAE	ML	1,940	1,604	2,889	
UK	ML			494	

Economic

Key Performance Indicators	Units	2022	2023	2024	% Deviation
Economic Performance					
Direct economic value generated (revenues)*	**Million AED**	**12,486***	**16,399**	**25,848**	**58**
Total economic value distributed	**Million AED**	**-**	**15,738**	**23,937**	**52**
Operating costs	**Million AED**	**2,440**	**11,465**	**15,810**	**38**
Employee wages and benefits	**Million AED**	**7,068**	**4,273**	**8,127**	**90**
Economic value retained	**Million AED**	**4,330**	**1,501**	**2,625**	**75**

Note:

"-" indicates data not available or not applicable for the reporting period.

"+" indicates addition of new data in the reporting period.

"*" Does not include revenue from other sources

Exchange rates are considered as of 31st Dec 2024.

Appendix C
GRI Standards Content Index

Statement of use	PureHealth has reported in accordance with the GRI Standards for the period from January 1, 2024 to December 31, 2024.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	Not Available

Note: ✓ indicates metrics that have been externally assured by DNV AS Abu Dhabi for data in UAE and UK.

GRI standard/ other source	Disclosure	Page number	Omission		
			Requirement(s) Omitted	Reason	Explanation
General disclosures					
GRI 2: General Disclosures 2021	2-1 Organisational details	8-12	A gray cell indicates that reasons for omission are not permitted for the disclosure or that a GRI Sector Standard reference number is not available.		
	2-2 Entities included in the organisation's sustainability reporting	66			
	2-3 Reporting period, frequency and contact point	5			
	2-4 Restatements of information	5			
	2-5 External assurance	5, 82			
	2-6 Activities, value chain and other business relationships	9-12			
	2-7 Employees	45,67			
	2-8 Workers who are not employees	67			
	2-9 Governance structure and composition	19-22			
	2-10 Nomination and selection of the highest governance body	20-22			
	2-11 Chair of the highest governance body	19-20			
	2-12 Role of the highest governance body in overseeing the management of impacts	21			
	2-13 Delegation of responsibility for managing impacts	21			
	2-14 Role of the highest governance body in sustainability reporting	21			
	2-15 Conflicts of interest	23			
	2-16 Communication of critical concerns	21, 23			

GRI standard/ other source	Disclosure	Page number	Omission		
			Requirement(s) Omitted	Reason	Explanation
General disclosures (continued)					
	2-17 Collective knowledge of the highest governance body	20			
	2-18 Evaluation of the performance of the highest governance body	21			
	2-19 Remuneration policies	21			
	2-20 Process to determine remuneration	21-22			
	2-21 Annual total compensation ratio	-	All	Confidentiality constraints	Disclosing annual total compensation ratio is limited to internal stakeholders only.
	2-22 Statement on sustainable development strategy	3-4, 35			
	2-23 Policy commitments	22-29, 39-41, 44			
	2-24 Embedding policy commitments	22-29, 39-41, 44			
	2-25 Processes to remediate negative impacts	14, 23			
	2-26 Mechanisms for seeking advice and raising concerns	14, 23			
	2-27 Compliance with laws and regulations	23, 27-28, 47, 57			
	2-28 Membership associations	12, 32-33			
	2-29 Approach to stakeholder engagement	14			
	2-30 Collective bargaining agreements	-	All	Legal prohibitions	Absence of provisions on collective bargaining agreement under UAE Labor Law.

GRI standard/ other source	Disclosure	Page number	Omission		
			Requirement(s) Omitted	Reason	Explanation
Material topics					
GRI 3: Material Topics 2021	3-1 Process to determine material topics	37	*A gray cell indicates that reasons for omission are not permitted for the disclosure or that a GRI Sector Standard reference number is not available.*		
	3-2 List of material topics	37-38			
Economic Performance and Value Creation					
GRI 3: Material Topics 2021	3-3 Management of material topics	62-64			
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	61-64, 71			
	201-2 Financial implications and other risks and opportunities due to climate change	26			
	201-3 Defined benefit plan obligations and other retirement plans	-	All	Confidentiality constraints	Disclosing information on benefit plans are limited to internal stakeholders.
	201-4 Financial assistance received from government	-	All	Confidentiality constraints	Disclosing information on financial assistance is limited to internal stakeholders only.
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	29, 53-55, 64			
	203-2 Significant indirect economic impacts	29, 53-55, 64			
Climate Change					
GRI 3: Material Topics 2021	3-3 Management of material topics	56-60			
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions ✓	59-60, 71			
	305-2 Energy indirect (Scope 2) GHG emissions ✓	59-60, 71			
	305-3 Other indirect (Scope 3) GHG emissions ✓	59-60, 71			
	305-4 GHG emissions ✓ intensity	60, 71			
	305-5 Reduction of GHG emissions	59-60, 71			
	305-6 Emissions of ozone-depleting substances (ODS)	-	All	Not applicable	Not applicable based on the operations of the company
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	-	All	Not applicable	Not applicable based on the operations of the company

GRI standard/ other source	Disclosure	Page number	Omission		
			Requirement(s) Omitted	Reason	Explanation
Digital Transformation and Innovation					
GRI 3: Material Topics 2021	3-3 Management of material topics	30-32			
Patient Centricity					
GRI 3: Material Topics 2021	3-3 Management of material topics	50-51			
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	51			
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	-	All	Not applicable	No incidents of non-compliance concerning the health and safety impacts of products and services were recorded during the reporting period.
Waste Management					
GRI 3: Material Topics 2021	3-3 Management of material topics	60			
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	60			
	306-2 Management of significant waste-related impacts	60			
	306-3 Waste generated	60, 71			
	306-4 Waste diverted from disposal	71			
	306-5 Waste directed to disposal	71			
Diversity, Equity and Inclusion					
GRI 3: Material Topics 2021	3-3 Management of material topics	48			
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees ✓	20, 48, 67-68			
	405-2 Ratio of basic salary and remuneration of women to men	70			
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	70			

GRI standard/ other source	Disclosure	Page number	Omission		
			Requirement(s) Omitted	Reason	Explanation
Talent Management and Development					
GRI 3: Material Topics 2021	3-3 Management of material topics	45-48			
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	45, 68-69			
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	46			
	401-3 Parental leave	46, 69			
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	46, 69			
	404-2 Programs for upgrading employee skills and transition assistance programs	47			
	404-3 Percentage of employees receiving regular performance and career development reviews	70			
Sustainable Infrastructure and Resource Management					
GRI 3: Material Topics 2021	3-3 Management of material topics	60			
GRI 302: Energy 2016	302-1 Energy consumption within the organisation ✓	60, 71			
	302-2 Energy consumption outside of the organisation	-	All	Not applicable	At PureHealth, there is no energy consumption outside the organization that fall under our reporting boundary.
	302-3 Energy intensity	60, 71			
	302-4 Reduction of energy consumption	-	All	Not applicable	PureHealth witnessed an increase in energy consumption between years 2023 and 2024.
	302-5 Reductions in energy requirements of products and services	-	All	Not applicable	PureHealth witnessed an increase in energy consumption between years 2023 and 2024.
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	60			
	303-2 Management of water discharge-related impacts	-	All	Not applicable	PureHealth's operations do not involve direct water discharges
	303-3 Water withdrawal	60, 71 Note: Purehealth's water withdrawal is equal to water consumption			
	303-4 Water discharge	-	All	Not applicable	Water discharge is managed by third parties.
	303-5 Water consumption ✓	60, 71			
Business Integrity					
GRI 3: Material Topics 2021	3-3 Management of material topics	44			
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	-	All	Not applicable	No confirmed incidents of corruption were recorded during the reporting period.
	205-2 Communication and training about anti-corruption policies and procedures	44			
	205-3 Confirmed incidents of corruption and actions taken	23			
GRI 206: Anti-competitive Behaviour 2016	206-1 Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	23			
Data Privacy and Security					
GRI 3: Material Topics 2021	3-3 Management of material topics	28			
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	28			

GRI standard/ other source	Disclosure	Page number	Omission		
			Requirement(s) Omitted	Reason	Explanation
Sustainable Supply Chain Management					
GRI 3: Material Topics 2021	3-3 Management of material topics	55			
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	43, 55			
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	-	All	Information unavailable/ incomplete	While PureHealth screens its suppliers against ESG criteria, data is not comprehensive for the entire reporting boundary for this specific reporting cycle. PureHealth aims to disclose this in the near future.
	308-2 Negative environmental impacts in the supply chain and actions taken	-	All	Information unavailable/ incomplete	While PureHealth screens its suppliers against ESG criteria, data is not comprehensive for the entire reporting boundary for this specific reporting cycle. PureHealth aims to disclose this in the near future.
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	-	All	Information unavailable/ incomplete	While PureHealth screens its suppliers against ESG criteria, data is not comprehensive for the entire reporting boundary for this specific reporting cycle. PureHealth aims to disclose this in the near future.
	414-2 Negative social impacts in the supply chain and actions taken	-	All	Not applicable	While PureHealth screens its suppliers against ESG criteria, data is not comprehensive for the entire reporting boundary for this specific reporting cycle. PureHealth aims to disclose this in the near future.
Social Development and Impact					
GRI 3: Material Topics 2021	3-3 Management of material topics	52-55			
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	-	All	Information unavailable/ incomplete	PureHealth has not measured this metric for this reporting cycle.
	413-2 Operations with significant actual and potential negative impacts on local communities	-	All	Information unavailable/ incomplete	PureHealth has not measured this metric for this reporting cycle.

GRI standard/ other source	Disclosure	Page number	Omission		
			Requirement(s) Omitted	Reason	Explanation
Human Rights					
GRI 3: Material Topics 2021	3-3 Management of material topics	43-44			
GRI 408: Child Labour 2016	408-1 Operations and suppliers at significant risk for incidents of child labour	44-70			
GRI 409: Forced or Compulsory Labour 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labour	70			
Employee Health and Wellbeing					
GRI 3: Material Topics 2021	3-3 Management of material topics	50			
GRI 3: Material Topics 2021	403-1 Occupational health and safety management system	50			
GRI 403: Occupational Health and Safety 2018	403-2 Hazard identification, risk assessment, and incident investigation	50			
	403-3 Occupational health services	50			
	403-4 Worker participation, consultation, and communication on occupational health and safety	-	All	Information unavailable/ incomplete	The information is currently unavailable since data is not consolidated for the entire reporting boundary.
	403-5 Worker training on occupational health and safety	-	All	Information unavailable/ incomplete	The information is currently unavailable since data is not consolidated for the entire reporting boundary.
	403-6 Promotion of worker health	50			
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	50			
	403-8 Workers covered by an occupational health and safety management system	-	All	Information unavailable/ incomplete	The information is currently unavailable since data is not consolidated for the entire reporting boundary.
	403-9 Work-related injuries	70			
	403-10 Work-related ill health	70			
Access and Affordability					
GRI 3: Material Topics 2021	3-3 Management of material topics	29			

Appendix D
ADX Disclosures Content Index

Metric	Calculation	Narrative/Page Number
Environment		
E1. GHG Emissions	E1.1) Total amount in CO2 equivalents, for Scope 1 E1.2) Total amount, in CO2 equivalents, for Scope 2 (if applicable) E1.3) Total amount, in CO2 equivalents, for Scope 3 (if applicable)	Information can be found on pages 59-60 and 71.
E2. Emissions Intensity	E2.1) Total GHG emissions per output scaling factor E2.2) Total non-GHG emissions per output scaling factor	Information can be found on pages 60 and 71.
E3. Energy Usage	E3.1) Total amount of energy directly consumed E3.2) Total amount of energy indirectly consumed	Information can be found on pages 60 and 71. Note: indirect energy consumption is not applicable for PureHealth.
E4. Energy Intensity	Total direct energy usage per output scaling factor	Information can be found on pages 60 and 71.
E5. Energy Mix	Percentage: Energy usage by generation type	Purehealth relies on national grids for energy consumption.
E6. Water Usage	E6.1) Total amount of water consumed E6.2) Total amount of water reclaimed	Information can be found on pages 60 and 71. Purehealth's water consumption is equal to the water withdrawal.
E7. Environmental Operations	E7.1) Does your company follow a formal Environmental Policy? Yes/No E7.2) Does your company follow specific waste, water, energy, and/or recycling polices? Yes/No E7.3) Does your company use a recognised energy management system?	Yes. PureHealth has an environmental management system in line with ISO 14001:2015 – Environmental Management System Yes, we follow procedures in line with local laws and standards.
E8. Environmental Oversight	Does your Management Team oversee and/or manage sustainability issues? Yes/No	Yes, we conduct double materiality assessment and details on our sustainability governance and strategy can be found on pages 36-41.
E9. Environmental Oversight	Does your Board oversee and/or manage sustainability issues? Yes/No	Yes, details of our sustainability governance and strategy can be found on pages 36-41.
E10. Climate Risk Mitigation	Does your Management Team oversee and/or manage sustainability issues? Yes/No	PureHealth conducted climate risk assessment that considers potential financial implications, which is showcased on page 26. However, total amount invested in climate related infrastructure and resilience is currently not measured at the company. We aim to measure and disclose this metric in the near future.

Metric	Calculation	Narrative/Page Number
Social		
S1. CEO Pay Ratio	S1.1) Ratio: CEO total compensation to median Full Time Equivalent (FTE) total compensation S1.2) Does your company report this metric in regulatory filings? Yes/No	Disclosing this metric is limited to internal stakeholders only.
S2. Gender Pay Ratio	Ratio: Median male compensation to median female compensation	Details of this metric can be found on page 70.
S3. Employee Turnover	S3.1) Percentage: Year-over-year change for full-time employees S3.2) Percentage: Year over-year change for part-time employees S3.3) Percentage: Year over-year change for contractors/consultants	Information on full time employees can be found on page 67.
S4. Gender Diversity	S4.1) Percentage: Total enterprise headcount held by men and women S4.2) Percentage: Entry and mid-level positions held by men and women S4.3) Percentage: Senior- and executive level positions held by men and women	Information can be found on pages 20, 45, 48, 67-69.
S5. Temporary Worker Ratio	S5.1) Percentage: Total enterprise headcount held by part-time employees S5.2) Percentage: Total enterprise headcount held by contractors and/or consultants	Data is not available in a comprehensive manner for all the locations and entities that fall under PureHealth's reporting boundary for this specific reporting period.
S6. Non-discrimination	Does your company follow non-discrimination policy? Yes/No	Our Code of Business Conduct and Ethics prohibits discrimination. We strive to foster a safe and inclusive working environment for all our employees. Our commitment towards human rights is showcased on page 44.
S7. Injury Rate	Percentage: Frequency of injury events relative to total workforce time	Information can be found on page 70.
S8. Global Health & Safety	Does your company follow an occupational health and/or global health & safety policy? Yes/No	At an asset level, all PureHealth assets have Occupational Health and Safety policies in place. Additionally, assets within PureHealth comply with UAE's OSHAD framework. Information can be found on page 50.

Appendix D
ADX Disclosures Content Index

Metric	Calculation	Narrative/Page Number
Social (continued)		
S9. Child & Forced Labour	S9.1) Does your company follow a child and/or forced labour policy? Yes/No S9.2) If yes, does your child and/or forced labour policy also cover suppliers and vendors? Yes/No	PureHealth is strictly against any form of child or forced labour. This has been enumerated through our Supplier Code of conduct and our People & Organisation Manual. PureHealth has a Group wide Supplier Code of Conduct which requires its suppliers to comply with applicable laws, rules, and regulations. It requires every supplier to commit towards upholding the United Nations Global Compact Principles on human rights, labour, environment, and anti-corruption; the Universal Declaration of Human Rights; the International labour Organisation's (ILO) Declaration on Fundamental Principles and Rights at Work; and the UN Guiding Principles on Business and Human Rights Data can be found on pages 60 and 70.
S10. Human Rights	S10.1) Does your company follow a human rights policy? Yes/No S10.2) If yes, does your human rights policy also cover suppliers and vendors? Yes/No	Yes PureHealth Group has committed to engaging with suppliers to promote human rights in accordance with the UN Guiding Principles on Business and Human rights. Additionally, our Supplier Code of Conduct enumerates certain principles we require our suppliers to comply with.
S11. Nationalisation	Percentage of national employees	Information can be found on pages 49 and 69.
S12. Community Investment	Amount invested in the community as a percentage of company revenues	0.36%
Governance		
G1. Board Diversity	G1.1) Percentage: Total board seats occupied by men and women G1.2) Percentage: Committee chairs occupied by men and women	Information can be found on page 20.
G2. Board Independence	G2.1) Does company prohibit CEO from serving as board chair? Yes/No G2.2) Percentage: Total board seats occupied by independent board members	Yes 80% (4 out of 5 board members are independent)
G3. Incentivised Pay	Are executives formally incentivised to perform on sustainability?	The performance management framework for PureHealth embeds metrics to monitor the progress against the committed decarbonisation targets which are evaluated annually.

Metric	Calculation	Narrative/Page Number
Governance (continued)		
G4. Supplier Code of Conduct	G4.1) Are your vendors or suppliers required to follow a Code of Conduct? Yes/ No G4.2) If yes, what percentage of your suppliers have formally certified their compliance with the code?	PureHealth has a Group wide Supplier Code of Conduct. We expect all suppliers working with us to uphold our Supplier Code of Conduct.
G5. Ethics & Prevention of Corruption	G5.1) Does your company follow an Ethics and/or Prevention of Corruption policy? Yes/No G5.2) If yes, what percentage of your workforce has formally certified its compliance with the policy?	PureHealth has a Group wide Code of Business Conduct and Ethics, and we encourage all employees to strictly abide by the internal business conduct procedures and promptly report violations Information can be found on page 23.
G6. Data Privacy	G6.1) Does your company follow a Data Privacy policy? Yes/No G6.2) Has your company taken steps to comply with GDPR rules? Yes/No	PureHealth has a comprehensive policy on data privacy which complies with ISO 27001:2013 Information Security Management System. Our Code of Business Conduct and Ethics contains provisions to ensure the protection of confidential information shared by customers, patients and suppliers. Furthermore, our Supplier Code of Conduct also possesses provisions to ensure that suppliers adhere to applicable privacy and data protection laws and take measures to ensure the protection, security, and lawful use of personal data. PureHealth complies with all the data security and privacy national regulations that apply to our operations. Information can be found on page 28.
G7. Sustainability Reporting	Does your company publish a sustainability report? Yes/No	Yes, we report annually and the reports can be found on our official sustainability webpage.
G8. Disclosure Practices	G8.1) Does your company provide sustainability data to sustainability reporting frameworks? Yes/No G8.2) Does your company focus on specific UN Sustainable Development Goals (SDGs)? Yes/No G8.3) Does your company set targets and report progress on the UN SDGs? Yes/No	Information can be found on page 5.
G9. External Assurance	Are your sustainability disclosures assured or verified by a third-party audit firm? Yes/No	Information can be found on page 5.

Appendix E
SASB Content Index

Topic	Metric	Narrative/Page Number
Energy Management	(1) Total energy consumed	Information can be found on pages 60 and 71.
	(2) percentage grid electricity	Purehealth relies on national grids for energy consumption.
	(3) percentage renewable	-
Waste Management	Total amount of medical waste: percentage (a) incinerated, (b) recycled or treated and (c) landfilled	General waste information can be found on pages 60 and 71.
	Total amount of: (1) hazardous and (2) non-hazardous pharmaceutical waste, percentage (a) incinerated, (b) recycled or treated and (c) landfilled	-
Patient Privacy & Electronic Health Records	Description of policies and practices to secure customers' personal health data records and other personal data	There were no material data breaches observed during the reporting period as highlighted on page 28.
	(1) Number of data breaches, (2) percentage involving (a) personal data only and (b) personal health data, (3) number of customers affected in each category, (a) personal data only and (b) personal health data	
	Total amount of monetary losses as a result of legal proceedings associated with data security and privacy	
Access for Low-Income Patients	Discussion of strategy to manage the mix of patient insurance status	PureHealth accepts various health insurance programmes that are recognised by UAE government. In addition, PureHealth also provides free medical treatments as part of the ongoing CSR support projects.
Quality of Care & Patient Satisfaction	Number of serious reportable events	-
	Hospital-acquired condition rates per hospital	
	Number of (1) unplanned and (2) total readmissions per hospital	

Topic	Metric	Narrative/Page Number
Management of Controlled Substances	Description of policies and practices to manage the number of prescriptions issued for controlled substances	Individual hospitals within PureHealth implement a Narcotic and Controlled Medications Management Policy to regulate the prescriptions issued of controlled substances. This policy establishes stringent controls to effectively manage these medications, ensuring compliance with UAE guidelines. By mandating comprehensive safeguards at every level, the policy aims to guarantee the safe and secure prescription of controlled substances.
Pricing & Billing Transparency	Description of policies or initiatives to ensure that patients are adequately informed about price before undergoing a procedure	PureHealth follows the pricing guidelines issued by regulators. We operate in line with regulatory requirements.
	Discussion of how pricing information for services is made publicly available	
	Number of the entity's 25 most common services for which pricing information is publicly available, percentage of total services performed (by volume) that these represent	-
Workforce Health & Safety	Total recordable incident rate (TRIR) for (a) direct employees and (b) contract employees	Asset level information can be found on page 50.
Employee Recruitment, Development & Retention	(1) Voluntary and (2) involuntary turnover rate for: (a) physicians, (b) non-physician health care practitioners, and (c) all other employees	Information can be found on pages 46 and 68.
	Description of talent recruitment and retention efforts for health care practitioners	Information can be found on pages 45-46, and 68.
Climate Change Impacts on Human Health & Infrastructure	Description of policies and practices to address: (1) the physical risks because of an increased frequency and intensity of extreme weather events, (2) changes in the morbidity and mortality rates of illnesses and diseases associated with climate change and (3) emergency preparedness and response	Supporting information can be found on page 26. PureHealth has a comprehensive emergency response plan which is in compliance with the applicable national and regional regulations for healthcare assets. The early warning systems, codified protocols and remedial measures are activated during the extreme weather events.
Fraud & Unnecessary Procedures	Total amount of monetary losses as a result of legal proceedings associated with medical fraud	There was no monetary losses as a result of legal proceedings associated with medical fraud.

Appendix F
UNGP Content Index

PART A: GOVERNANCE OF RESPECT FOR HUMAN RIGHTS	
A1 What does the company say publicly about its commitment to respect human rights?	
A1.1 How has the public commitment been developed?	Our Sustainability and Social Impact policy and Human Rights position statement was put forward in collaboration with key stakeholders.
A1.2 Whose human rights does the public commitment address?	Our Sustainability and Social Impact policy and Human Rights position statement are integral to our Corporate Governance framework. Both were designed in line with national laws and international standards. These policies address essential human rights considerations within our operations and apply to a diverse group of stakeholders across our value chain.
A1.3 How is the public commitment disseminated?	Our approach to human rights is outlined in our Sustainability and Social Impact policy and Human Rights position statement, which, along with our broader commitments, is publicly shared in our Annual Sustainability Report. We are dedicated to promoting and protecting human rights across our entire value chain in alignment with the International Bill of Human Rights and key International Labour Organisation (ILO) conventions, as well as the United Nations Guiding Principles on Business and Human Rights and the OECD Guidance for Responsible Business Conduct. The respect for human rights is also embedded in our Code of Business Ethics and Conduct and is a key part of our mandatory onboarding programme for new employees. Furthermore, our Supplier Code of Conduct sets clear expectations for ethical behaviour within our supply chain. It applies to both our suppliers and their subcontractors in alignment with the Universal Declaration of Human Rights, essential UN conventions, and ILO standards and recommendations.
A2 How does the company demonstrate the importance it attaches to the implementation of its human rights commitment?	
A2.1 How is day-to-day responsibility for human rights performance organised within the company, and why?	At PureHealth, everyone is expected to respect human rights, but the responsibility for overseeing our human rights efforts is shared across various management teams and departments, both at the corporate level and within individual business units. The People and Organisation department plays a key role in handling and reporting any human rights-related cases across the group and works closely with the Compliance team to address and resolve them.
A2.2 What kinds of human rights issues are discussed by senior management and by the Board, and why?	Our Sustainability and Social Impact policy and Human Rights position statement focuses on key human rights principles, including: 1. Ensuring a safe, inclusive, and harassment-free workplace. 2. Upholding human dignity and promoting non-discrimination. 3. Protecting vulnerable groups within the PureHealth ecosystem. 4. Supporting workers' rights to express themselves freely without fear of intimidation, harassment, or retaliation. The metrics related to these areas, such as diversity and Emiratisation, are tracked and reported to senior management by the responsible teams.
A2.3 How are employees and contract workers made aware of the ways in which respect for human rights should inform their decisions and actions?	PureHealth connects with its employees by providing training sessions and spreading awareness about the Sustainability and Social Impact policy and Human Rights position statement. Furthermore, new employees are introduced to the key aspects of the Human Rights Policy as part of their onboarding process.
A2.4 How does the company make clear in its business relationships the importance it places on respect for human rights?	Respecting human rights is at the core of how we do business. We work closely with our suppliers and partners to ensure these principles are upheld through shared policies and practices. Our Supplier Code of Conduct outlines key human rights standards that all suppliers must follow, covering areas like ethics, anti-corruption, health and safety, and environmental responsibility which helps us build strong, ethical partnerships based on mutual values.
A2.5 What lessons has the company learned during the reporting period about achieving respect for human rights, and what has changed as a result?	

PART B: DEFINING THE FOCUS OF REPORTING	
B1 Statement of salient issues: State the salient human rights issues associated with the company's activities and business relationships during the reporting period.	We are committed to a safe, inclusive, and harassment-free workplace, respecting the dignity of all and prohibiting discrimination. We comply with UAE laws and international standards, protect vulnerable groups, and uphold workers' rights to representation without fear of retaliation. Please check page 44 for more information.
B2 Determination of salient issues: Describe how the salient human rights issues were determined, including any input from stakeholders.	We identified human rights issues through a thorough double materiality assessment, which involved gathering input from stakeholders such as investors, employees, customers, and suppliers through surveys to understand their key concerns.
B3. Choice of focal geographies: If reporting on the salient human rights issues focuses on particular geographies, explain how that choice was made.	We report on key human rights issues in line with relevant local laws and international standards that the UAE has adopted.
B4 Additional severe impacts: Identify any severe impacts on human rights that occurred or were still being addressed during the reporting period, but which fall outside of the salient human rights issues, and explain how they have been addressed.	There were no major impacts found beyond the key human rights issues identified during the reporting period.
PART C: MANAGEMENT OF SALIENT HUMAN RIGHTS ISSUES	
C1 Does the company have any specific policies that address its salient human rights issues and, if so, what are they?	
C1.1 How does the company make clear the relevance and significance of such policies to those who need to implement them?	PureHealth has a publicly available statement on human rights that applies across the company. This statement is also shared with employees as part of their onboarding process.
C2 What is the company's approach to engagement with stakeholders in relation to each salient human rights issue?	
C2.1 How does the company identify which stakeholders to engage with in relation to each salient issue, and when and how to do so?	PureHealth periodically conducts materiality assessments to determine key focus areas by engaging with stakeholders, analysing industry benchmarks, and following best practices. The company also offers multiple channels for employees and other stakeholders to share feedback and concerns, ensuring their input helps shape policies and decisions.
C2.2 During the reporting period, which stakeholders has the company engaged with regarding each salient issue, and why?	Refer to Page 14 of the Sustainability and Social Impact Report.
C2.3 During the reporting period, how have the views of stakeholders influenced the company's understanding of each salient issue and/or its approach to addressing it?	Refer to Page 37 of the Sustainability and Social Impact Report. As part of the double materiality assessment, we carried out a stakeholder survey to gather insights from various stakeholders on each material topic, helping us identify key human rights issues relevant to our operations.
C3 How does the company identify any changes in the nature of each salient human rights issue over time?	
C3.1 During the reporting period, were there any notable trends or patterns in impacts related to a salient issue and, if so, what were they?	There were no negative human rights issues identified across our operations.
C3.2 During the reporting period, did any severe impacts occur that were related to a salient issue and, if so, what were they?	
C4 How does the company integrate its findings about each salient human rights issue into its decision-making processes and actions?	
C4.1 How are those parts of the company whose decisions and actions can affect the management of salient issues, involved in finding and implementing solutions?	Refer to page 14 of the 2024 Sustainability and Social Impact Report.
C4.2 When tensions arise between the prevention or mitigation of impacts related to a salient issue and other business objectives, how are these tensions addressed?	Our Risk and Compliance team has clear arbitration procedures in place to handle any violations related to business ethics, including human rights.
C4.3 During the reporting period, what action has the company taken to prevent or mitigate potential impacts related to each salient issue?	There were no human rights issues reported.

PART C: MANAGEMENT OF SALIENT HUMAN RIGHTS ISSUES (CONTINUED)	
C5 How does the company know if its efforts to address each salient human rights issue are effective in practice?	
C5.1 What specific examples from the reporting period illustrate whether each salient issue is being managed effectively?	Refer to Page 70 of the 2024 Sustainability and Social Impact Report.
C6 How does the company enable effective remedy if people are harmed by its actions or decisions in relation to a salient human rights issue?	
C6.1 Through what means can the company receive complaints or concerns related to each salient issue?	Refer to Page 23 of the 2024 Sustainability and Social Impact Report.
C6.2 How does the company know if people feel able and empowered to raise complaints or concerns?	Refer to Page 23 of the 2024 Sustainability and Social Impact Report.
C6.3 How does the company process complaints and assess the effectiveness of outcomes?	
C6.4 During the reporting period, what were the trends and patterns in complaints or concerns and their outcomes regarding each salient issue, and what lessons has the company learned?	There were no incidents reported for this reporting cycle. Refer to Page 70 of the 2024 Sustainability and Social Impact Report.
C6.5 During the reporting period, did the company provide or enable remedy for any actual impacts related to a salient issue and, if so, what are typical or significant examples?	

Appendix G
Assurance Statement

WHEN TRUST MATTERS

Independent Assurance Statement

DNV AS Abu Dhabi ("DNV", "us" or "we") were engaged by Pure health Holding PJSC ("Company") to conduct a limited assurance engagement over Selected Sustainability Information of the Company, presented in Sustainability Report (the "Report"), covering the reporting year 01st January 2024 to 31st December 2024 (Year 2024).

Our Conclusion: Based on the procedures performed and the evidence obtained, nothing has come to our attention that causes us to believe that the Selected Sustainability Information (as listed in Annexure A of this statement) is not fairly stated and has not been prepared, in all material respects, in reference to the reporting criteria.

This conclusion relates only to the Selected Sustainability Information and is to be read in the context of this Independent Limited Assurance Statement, particularly the inherent limitations explained overleaf.

Scope of Work, and Boundary

The scope of our work is limited to the verification of key performance indicators ("Selected Sustainability Information") disclosed in the Report. These indicators were selected from the reporting criteria mentioned below. The agreed scope of work included a limited level of assurance for the information on non-financial performance of the selected GRI disclosures as per the agreed scope which were disclosed in the Report prepared by the Company based on GRI standards for the activities undertaken by the Company during the reporting year 2024. The reported topic boundaries of non-financial performance are based on Company's operations as brought out in the section 'Reporting boundary' of the report.

The boundary for the assignment covers the performance of the Company's operations only in United Arab Emirates (UAE) and the United Kingdom (UK) that fall under the direct operational control of the Company's legal structure unless otherwise specified in the 'Reporting Boundary' of the report.

The boundary for the assignment covers the performance of the Company in United Arab Emirates (UAE) and the United Kingdom (UK) for the selected GRI disclosures GRI 302-1(a), GRI 302-1(c- i,iii), GRI 303-5(a), GRI 305-1(a), 305-2 (a,b), GRI 305-3 (a), GRI 305-4 (a), GRI 405-1 (b – i,ii).

Reporting Criteria and Assurance Methodology

The disclosures have been prepared by the Company as per:

- ✓ Global Reporting Initiative (GRI) standards 2021

DNV has carried out this customized "data only" assurance engagement in accordance with DNV's assurance methodology VeriSustain™ protocol (V6.0), which is based on our professional experience and international assurance practice, and the international standard in Assurance Engagements, ISAE 3000 (revised) - Assurance Engagements other than Audits or Reviews of Historical Financial Information. Apart from DNV's VeriSustain™ protocol (V6.0), DNV team has also followed ISO 14064-3 - Specification with guidance for the verification and validation of greenhouse gas statements to evaluate disclosures related to Greenhouse gases.

Basis of our conclusion

As part of the assurance process, a multi-disciplinary team of assurance specialists performed assurance work for selected sites of the Company. We adopted a risk-based approach, that is, we concentrated our assurance efforts on

Our Competence and Independence

DNV applies its own management standards and compliance policies for quality control, which are based on the principles enclosed within ISO/IEC 17029:2019- Conformity Assessment – General principles and requirements for validation and verification bodies and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements. DNV has complied with the Code of Conduct during the assurance engagement and maintains independence where required by relevant ethical requirements as detailed in DNV VeriSustain™, version 6.0.

This engagement work was carried out by an independent team of sustainability assurance professionals. DNV maintains complete impartiality toward Company's internal stakeholders interviewed during the assurance process. DNV did not provide any services to Company or its subsidiaries in the scope of verification for the year 2024 that could compromise the independence or impartiality of our work.

the issues of high material relevance to the Company's business and its key stakeholders. We carried out the following activities:

- Reviewed the overall reporting process as defined by the relevant assessment criteria and standards.
- Conducted interviews with the Company's management to gain an understanding of the key processes, systems, and controls in place for generating, aggregating, and reporting the Selected Information.
- Conducted additional interviews with senior managers responsible for managing the disclosed information. The assurance team independently selected interviewees, focusing on those overseeing monitoring, data collation, and reporting in line with the GRI framework.
- Assessed the suitability and appropriateness of the Criteria applied for compiling the Selected Information.
- Verified that the evidence, measurements, and their scope provided by the Company were prepared in accordance with the defined Criteria.
- Reviewed the specified data collected at the corporate level, along with the related disclosures made in the Report.
- Performed selective testing of the Selected Information to verify that data had been appropriately measured, recorded, collated, and reported.
- Carried out site visits to the Company's corporate offices in UAE and remote audits of the Company's UAE and UK operations to review the processes and systems used for preparing site-level data, which is consolidated at the respective sites. A sample-based assessment of site-specific data disclosures was conducted. Site selection for this assessment was independently determined by the assurance team.

Inherent Limitations

DNV's assurance engagements are based on the assumption that the data and information provided by the Company to us as part of our review have been provided in good faith, are true, and is free from material misstatements. Because of the selected nature (sampling) and other inherent limitation of both procedures and systems of internal control, there remains the unavoidable risk that errors or irregularities, possibly significant, may not have been detected.

The assurance scope has the following limitations:

- The assurance engagement considers an uncertainty of ±5% based on materiality threshold for estimation/measurement errors and omissions.
- DNV has not been involved in evaluation or assessment of any financial data/performance of the Company. Any reference to financial disclosures within the report is outside the scope of this assurance and relies solely on the Company's third-party audited financial statements. DNV does not express any opinion on, nor does it assume responsibility for, the accuracy or completeness of the financial information disclosed in those audited financial reports.
- Data outside the operations specified in the assurance boundary is excluded from the assurance process, unless explicitly mentioned otherwise in this statement.
- The assurance does not cover Company's statements that express opinions, claims, beliefs, aspirations, expectations, aims, or future intentions. Additionally, assertions related to Intellectual property rights and other competitive issues are beyond the scope of this assurance.
- The assessment does not include a review of the Company's strategy, or other related linkages expressed in the report. These aspects are not within the scope of the assurance engagement.
- The assurance does not extend to mapping the report with reporting frameworks other than those specifically mentioned. Any assessments or comparisons with frameworks beyond the specified ones are not considered in this engagement.

- Aspects of the report that fall outside the mentioned scope and boundary are not subject to assurance. The assessment is limited to the defined parameters.
- The assurance engagement does not include a review of legal compliances. Compliance to legal requirements is not within the scope of this assurance. DNV expressly disclaims any liability or co-responsibility for any decision a person or an entity may make based on this Independent Assurance Statement.

Responsibility of the Company

The Company has the sole responsibility for the preparation of the Report and is responsible for all information disclosed in the report. The Company is responsible for maintaining processes and procedures for collecting, analysing and reporting the information and also ensuring the quality and consistency of the information presented in the report. The Company is also responsible for ensuring the maintenance and integrity of its website and any referenced disclosures on their website.

DNV's Responsibility

Our responsibility for performing this work is in accordance with the scope of work agreed upon. The verification engagement assumes that the data and information provided to us are complete, sufficient, and true. This statement represents our independent opinion and is intended to inform the outcome of the assurance to the stakeholders of the Company.

For DNV AS ABU DHABI

Bankar, Vikas Digitally signed by Bankar, Vikas Date: 2025.09.01 10:05:29 +04'00'	Sharma, Anjana Digitally signed by Sharma, Anjana Date: 2025.09.01 13:34:43 +05'30'	Lele, Sandeep Lele, Sandeep 2025.09.01 17:31:57 +04'00'
Vikas Bankar - Lead Verifier	Anjana Sharma - Assurance Reviewer	Sandeep Lele – Approver
Gourav Panwar – Verifier Sauvik Banerjee – Verifier		

Annexure A: List of Verified GRI Disclosures in scope for Pure health - UAE and UK operations

GRI Standard	Disclosure	Requirement	UoM	Verified Values	
				UAE	UK
GRI 302: Energy 2016	302-1 Energy consumption within the organization	a. Total fuel consumption within the organization from non-renewable sources, in joules or multiples, and including fuel types used.	Gigajoules	216,158.70	216,319.30
		c. In joules, watt-hours or multiples, the total: i. electricity consumption iii. cooling consumption	Gigajoules	i. 2,616,300.26 iii. 19,308.63	i. 186,092.01 iii. Not Applicable
GRI 303: Water and Effluents 2018	303-5 Water consumption	a. Total water consumption from all areas in megaliters.	Megalitres	2,888.52 (third party water)	494.47 (third party water)
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	a. Gross direct (Scope 1) GHG emissions in metric tons of CO2 equivalent.	tCO2eq	79,439.78	21,878.86
	305-2 Energy indirect (Scope 2) GHG emissions	a. Gross location-based energy indirect (Scope 2) GHG emissions in metric tons of CO2 equivalent.	tCO2eq	248,614.75	10,702.88
	305-2 Energy indirect (Scope 2) GHG emissions	b. If applicable, gross market-based energy indirect (Scope 2) GHG emissions in metric tons of CO2 equivalent.	tCO2eq	248,614.75	10,702.88
	305-3 Other indirect (Scope 3) GHG emissions	a. Gross other indirect (Scope 3) GHG emissions in metric tons of CO2 equivalent.	tCO2eq	357,217.80	136,934.44
	305-4 GHG emissions intensity	a. GHG emissions intensity ratio for the organization	tCO2eq/ million AED revenue	34.54	28.23
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	b. Percentage of employees per employee category in each of the following diversity categories: i. Gender ii. Age group: under 30 years old, 30-50 years old, over 50 years old	Number	i. Gender Category: Male – 9,979 Female – 16,394 ii. Age Group Category: <30 years old - 3,131 30-50 years old – 18,972 >50 years old - 4,270 (Note: Reported employees are full time employees)	i. Gender Category: Male – 2,215 Female – 7,743 ii. Age Group Category: <30 years old – 1,518 30-50 years old - 4,467 >50 years old – 3,973 (Note: Reported employees are full time employees)

Appendix H
Glossary of Terms and Abbreviations

Abbreviation	Full Form
ADAA	Abu Dhabi Accountability Authority
ADEK	Abu Dhabi Department of Education and Knowledge
ADOSH	Abu Dhabi Occupational Safety and Health
ADPHC	Abu Dhabi Public Health Center
ADSSC	Abu Dhabi Stem Cell Center
ADX	Abu Dhabi Securities Exchange
AED	Arab Emirates Dirham
AI	Artificial intelligence
AML	Anti-Money Laundering
BCP	Business Continuity Plan
BoD	Board of Directors
CAP	College of American Pathologists
CARF	Commission on the Accreditation of Rehabilitation Facilities
CBUAE	Central Bank of UAE
CDP	Carbon Disclosure Project
CEO	Chief Executive Officer
CHG	Circle Health Group
CMI	Chartered Management Institute
CMT	Crisis Management Team
COSO	Committee of Sponsoring Organisations
CPO	Chief Procurement Officer
DoH	Department of Health
EBIDTA	Earnings Before Interest, Taxes, Depreciation, and Amortisation
ED	Executive Director

Abbreviation	Full Form
EDC	Emirati Development Center
EOC	Emirates Oncology Conference
ERP	Enterprise Resource Planning
ERP	Enterprise Resource Planning
ESG	Environmental, Social, and Governance
EWC	Emirati Women Chapter
FTE	Full-Time Equivalent
GCC	Gulf Cooperation Council
GHG	Greenhouse Gas
GJ	Gigajoule
GRI	Global Reporting Initiative
GWU	General Women's Union
H-FMEA	Healthcare Failure Mode and Effect Analysis
HIS	Health Information System
HLA	Transplant Immunology Laboratory
HR	Human Resources
HSMS	Health and Safety Management System
ICV	In-country value
ID	Identification
IFRS	International Financial Reporting Standards
IHF	International Hospital Federation
IIA	Institute of Internal Auditors
ILM	Institute of Leadership and Management
IoT	Internet of Things
IPPF	International Professional Practices Framework

Abbreviation	Full Form
ISO	International Organisation for Standardisation
IT	Information Technology
JCI	Joint Commission International
KPI	Key Performance Indicators
LIS	Laboratory Information System
LSEG	London Stock Exchange Group
M&A	Merger & Acquisition
MENA	Middle East and North Africa
MFA	Multi-Factor Authentication
MNPI	Material Non-Public Information
MSCI	Morgan Stanley Capital International
$MTCO_2e$	Metric Tons of Carbon Dioxide Equivalent
NCEMA	National Emergency Crisis and Disaster Management Authority
NRC	National Rehabilitation Center
NYSE	New York Stock Exchange
OPQ	Occupational Personality Questionnaire
OSH	Occupational Health and Safety
OSHAD	Abu Dhabi Occupational Safety and Health System Framework
PDSA	Plan-Do-Study-Act
PhD	Doctor of Philosophy
PHG	PureHealth Group
PJSC	Public Joint Stock Company
R&D	Research and Development
RSCI	Royal College of Surgeons in Ireland

Abbreviation	Full Form
SBTi	Science Based Targets initiative
SCA	Special Central Assistance
SDS	Safety Data Sheets
SEHA	Abu Dhabi Health Services Company
SKMC	Sheikh Khalifa Medical City
SMS	Strategic Medical Stockpile
SOC	Security Operations Centre
SSI	Sustainability Strategy and Implementation
SSMC	Sheikh Shakhbout Medical City
STMC	Shaikh Tahnoon Bin Mohammed Medical City
TCFD	Task Force on Climate-Related Financial Disclosures
TDE	The Development Edge
TLC	The Life Corner
TMO	The Medical Office
UAE	United Arab Emirates
UK	United Kingdom
UN SDG	United Nations Sustainable Development Goals
UNGP	United Nations Guiding Principles on Business and Human Rights
US	United States
USD	United States Dollar
YoY	Year-over-Year

LONGEVITY OF THE PEOPLE

NOT POSSIBLE WITHOUT

LONGEVITY OF THE PLANET

PUREHEALTH

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