

PURSHALTH

LONGEVITY OF THE PLANET

2025

SUSTAINABILITY AND SOCIAL
IMPACT REPORT



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[GRI 2-22]

Letter from the Chairman of the Board

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Good governance safeguards the trust placed in us today and the resilience expected of us tomorrow.



HE KAMAL ISHAQ AL MAAZMI
CHAIRMAN OF THE BOARD

Healthcare occupies a unique position in society and through its operations underpins economic prosperity, strengthens community resilience, and improves quality of life. As PureHealth continues to grow across geographies and care settings, the Board remains focused on ensuring that this growth is guided by sound governance, responsible decision-making, and a clear commitment to creating lasting value for patients, communities, shareholders, employees, and future generations.

This responsibility is particularly important at a time when healthcare is being reshaped by climate change, demographic transitions, technological innovation, and evolving societal expectations. These forces present both challenges and opportunities, requiring organisations to balance commercial success with broader environmental and social responsibilities. The Board views sustainability as an essential element of long-term business resilience and strategic competitiveness.

As a national healthcare champion, PureHealth has an important role in supporting the UAE's long-term vision for sustainable development. The Board oversaw the maturation of PureHealth's sustainability agenda and the evolution of

sustainability governance across the Group, reinforcing our conviction that resilient healthcare systems depend on responsible environmental stewardship, strong governance, and meaningful contributions to healthier, more resilient communities.

Throughout 2025, the Board remained closely engaged in guiding PureHealth's continued evolution as a globally integrated healthcare group. As we oversaw international expansion, the integration of new businesses, and the continued development of our Care and Cover ecosystem, we sought to ensure that sustainable value creation remained central to strategic decision-making.

To enable the organisation's growth, we enhanced oversight across risk management, compliance, ethics, and sustainability, while reinforcing the effectiveness of our Board Committees to support consistent decision-making and foster trust across an increasingly international organisation.

Looking ahead, the Board remains committed to ensuring that PureHealth continues to improve lives, strengthen community resilience, and create sustainable value that extends well beyond financial performance.

[GRI 2-22]

Letter from the Founder and Managing Director



“

Resilient communities are built through shared responsibility. Healthcare has both the privilege and the obligation to help shape that future.

Healthcare has always held a unique place in society. Beyond treating illness, it carries a broader responsibility towards strengthening communities, safeguarding wellbeing, and creating the conditions for people to live longer, healthier and more fulfilling lives. That belief has guided PureHealth since its inception and continues to shape the decisions we make today.

As our organisation has grown, so too has our understanding of what this responsibility demands. Delivering excellent care remains our foremost priority, but lasting impact is created when healthcare extends beyond hospital walls and contributes to healthier societies, stronger institutions, and more resilient communities. This conviction lies at the heart of our approach to sustainability.

For us, sustainability is the discipline of ensuring that every investment we make today strengthens our ability to serve future generations. Whether through responsible governance, scientific innovation, environmental stewardship, or meaningful community partnerships, our ambition is to build a healthcare system that becomes more capable, more equitable, and more resilient with time.

During 2025, that ambition continued to be translated into action. Our international expansion, including the addition of Hellenic Healthcare Group to the PureHealth family, marked another step in building a globally connected healthcare platform.

Equally important has been the continued evolution of our social impact agenda. As our scale has increased, so has our responsibility to contribute meaningfully to the communities we serve. Throughout the year, our efforts became more integrated, more strategic, and more closely aligned with our purpose of creating healthier and happier societies. This reflects our belief that the success of a healthcare organisation should ultimately be measured by the care it delivers alongside the positive difference it creates beyond its facilities.

The progress reflected throughout this report is the result of a long-term commitment shared across our organisation. Recognition from international sustainability benchmarks and independent institutions during the year is encouraging, not because it defines success, but because it affirms that our direction is both credible and enduring. More importantly, it reflects the dedication of our people, whose commitment continues to transform ambition into meaningful outcomes.

Looking ahead, the opportunities before healthcare are unprecedented. Scientific discovery, technological advancement and new models of care are reshaping what is possible. Advances in precision medicine, digital health, artificial intelligence and breakthrough therapies demonstrated how innovation can improve not only clinical outcomes, but also the accessibility, efficiency and sustainability of healthcare itself.

Yet amid this change, our purpose remains constant. Innovation must improve lives. Growth must strengthen resilience. Progress must create value that extends well beyond today's generation.

PureHealth is committed to building a future where healthcare responds to society's evolving needs, and actively helps shape healthier, more sustainable and more prosperous communities. It is an ambition inspired by the values that have long guided our nation and one that will continue to define the journey ahead.

FARHAN MALIK
FOUNDER AND MANAGING DIRECTOR

[GRI 2-22]

Letter from the Group Chief Executive Officer



SHAISTA ASIF
GROUP CHIEF EXECUTIVE OFFICER

“

Health is created long before a patient enters a hospital and long after they leave it. Our responsibility is to strengthen every part of that journey.

As PureHealth has expanded, the ambition has evolved from building a healthcare organisation to operating an integrated system of care that is clinically advanced, operationally resilient and sustainable over the long term. This requires ensuring that every new capability, market and acquisition strengthens both performance and the long-term environmental and social resilience of the organisation.

Throughout 2025, our focus remained firmly on execution and integration. We aligned our growing portfolio into a more connected operating model, strengthening clinical governance, digital infrastructure, procurement and operational oversight across the Group. This integration has improved consistency of care delivery, enhanced efficiency and created a more resilient platform for sustainable growth as our international footprint continues to expand.

Operational discipline and sustainability are increasingly interdependent. Capital allocation decisions are made with a dual focus on strengthening healthcare capability and improving long-term environmental performance, resilience and resource efficiency. During the year, we continued to invest in digital transformation, artificial intelligence, advanced therapies and infrastructure that improve clinical outcomes while reducing waste, improving productivity and supporting lower-impact models of care delivery across the system.

This approach extends directly into our Net Zero pathway and supply chain strategy. We have continued to progress against our decarbonisation roadmap in line with our Net Zero by 2040 target, supported by operational efficiency initiatives and energy

optimisation across our facilities. At the same time, we have strengthened supply chain resilience through increased localisation and responsible sourcing, with 30% of procurement spend directed towards local suppliers under the In Country Value (ICV) programme. These actions reinforce both environmental responsibility and national economic development priorities, ensuring that resilience is embedded across our operating model.

Sustainability is increasingly embedded in how decisions are made, how performance is evaluated and how resources are allocated across operations, procurement and investment. This integration ensures that environmental and social considerations are part of core operational discipline rather than separate reporting processes.

Our responsibility extends equally to our people. Across more than 67,000 colleagues, we have continued to invest in capability, leadership development and a culture grounded in accountability and continuous improvement. As the organisation grows in scale and complexity, the ability of our teams to deliver consistently within a shared framework remains central to both clinical quality and organisational resilience.

Beyond our operations, we have strengthened our contribution to community development and social resilience. During 2025, we enhanced the coordination of our social impact programmes across the Group, enabling more focused investment in initiatives that improve access to care, expand opportunity and support long-term wellbeing in the communities we serve.

Our social impact approach is increasingly designed around outcomes rather than activities, ensuring that resources are directed towards initiatives that deliver measurable and lasting benefit. By aligning our healthcare expertise, partnerships and investments with community needs, we are better positioned to contribute to healthier and more resilient societies over time.

As we look ahead, our priorities remain focused on strengthening integrated care delivery, building resilient and responsible supply chains, and deepening our contribution to community health and wellbeing. The ability to operate sustainably at scale will continue to depend on disciplined execution, responsible resource management and a consistent commitment to long-term value creation across both environmental and social dimensions.

[GRI 2-2, 2-3, 2-4, 2-5]

About this Report

Welcome to the 2025 Sustainability and Social Impact (SSI) Report of Pure Health Holding PJSC (hereinafter referred to as "PureHealth"), our third annual disclosure reflecting the strides we are making towards healthier lives, happier communities and a more sustainable world.

At PureHealth, we recognise that healthcare has always been a deeply human endeavour, and we believe its impact must extend far beyond healthcare services. It must reach into communities, honour cultures and protect the planet that sustains every life we touch. This year, that belief moves from conviction to action, placing community and culture at the very heart of our sustainability story.

Through this annual sustainability report, we disclose our sustainability management objectives and practices to a wide range of stakeholders by reinforcing transparency, measurable impact and lasting value. This report discloses the progress we made in the year 2025, the challenges that remain and the deliberate steps we are taking to honour our sustainability commitments on a global scale while supporting the UAE's national agenda.

REPORTING BOUNDARY

This report presents detailed insights into our sustainability performance, encompassing the social, environmental, governance and economic impacts of the operations within our operational control. Our global footprint is distributed across Care and Cover dimensions which 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 SCOPE

This report focuses on our sustainability management performance data, key initiatives and activities carried out during the reporting period from January 1, 2025, to December 31, 2025. It also includes ongoing initiatives and milestones achieved in previous years to add context and showcase

historical progress. For quantitative performance, data for years 2023 to 2025 are provided to illustrate performance trends and allow for comparison. In some cases, data and activities from outside this timeframe are incorporated to provide a more comprehensive understanding of performance trends.

REPORTING STANDARDS

Transparent and consistent reporting is fundamental to how we build and maintain trust with our stakeholders. 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, expressing our commitment to applicable regulatory requirements. Furthermore, the report showcases efforts toward global sustainability agendas such as United Nations Sustainable Development Goals (UN 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. Together, they represent our ongoing efforts to ensure transparent, thorough and world-class sustainability reporting with established global and local standards.



DATA QUALITY

The integrity of our sustainability reporting rests on the quality of our data. We are committed to ensuring the accuracy and reliability of the information presented in this report. We have adopted a structured, entity-wide data collection process, relying on verified sources and supported by an internal quality review procedure, to ensure that every figure, statement and disclosure in this report is accurate, reliable and complete to give stakeholders confidence in the information presented. All monetary values in this report are presented in United Arab Emirates Dirham (AED), unless stated otherwise.

REPORT ASSURANCE AND RESTATEMENT

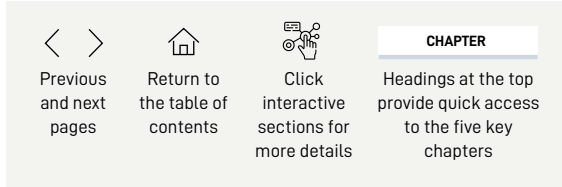
All figures in this report represent the latest available internally validated data, unless specifically referenced otherwise, and there are no restatements for the disclosed data. Sustainability Information for selected GRI disclosures GRI 302-1(a), GRI 302-1(b), GRI 302-1(c- i), GRI 303-5(a), GRI 305-1(a), 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.

FORWARD-LOOKING STATEMENTS

This report contains certain forward-looking statements, which are based on current expectations, projections and assumptions regarding future events, performance and strategies of PureHealth. These statements may include terms such as "aim", "target", "plan", "commitment", "expect", "believe" and other expressions that indicate future performance or intentions. Such forward-looking statements are inherently subject to risks, uncertainties and assumptions that are beyond the control of PureHealth. Readers are cautioned not to place undue reliance on these forward-looking statements and to consider them in light of the inherent uncertainties and assumptions.

REPORT NAVIGATION

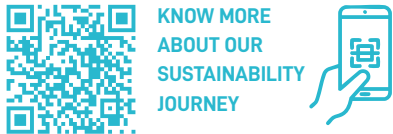
This report is organised into five (5) chapters, having multiple interactive sections and figures, each dedicated to a key dimension of our sustainability performance. The readers may choose to read the report in its entirety or navigate directly to chapters of particular interest. All supporting disclosure tables, content indices and the independent assurance statement are available in the Appendices.



FEEDBACK AND COMMUNICATION

We welcome feedback and suggestions as we continually refine our approach for managing and reporting sustainability performance. Your insights as our stakeholders, help us strengthen the relevance, clarity and effectiveness of our disclosures and are an important part of how we continue to improve.

For further information on our sustainability initiatives and long-term vision, we invite you to visit our Longevity Portal by scanning the QR code or visiting our [website](#).

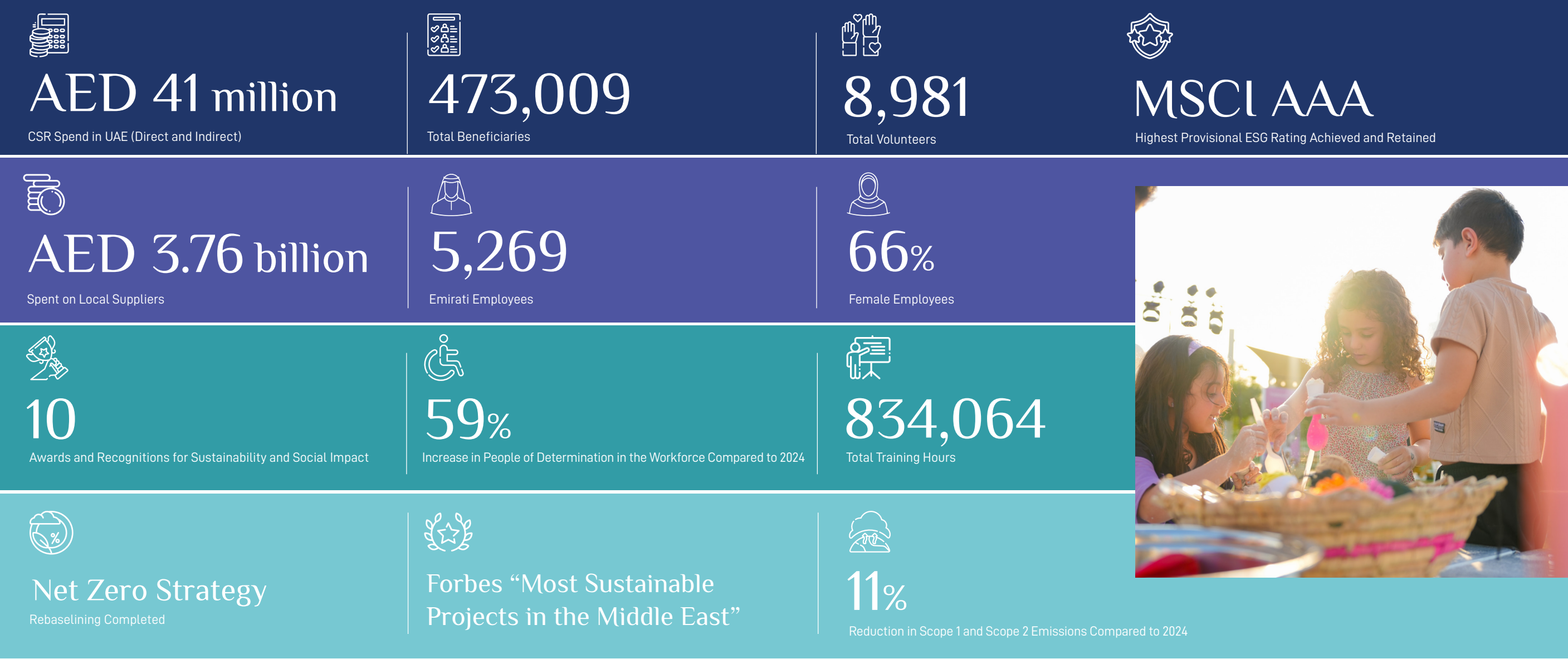


CONNECT WITH US:



In case of any feedback and query, please contact **Yara Alazki** - Sustainability and Social Impact at sustainability@purehealth.ae.

Key Milestones in our Sustainability Journey



01

02

03

04

05

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The PureHealth Ecosystem

Transforming Healthcare Through Integrated Care & Cover

PureHealth was founded with the belief that healthcare services are a right for everyone. With time, that belief has become a reality, one that millions of people experience every single day. Our integrated Care & Cover model brings healthcare and insurance together, enabling a more connected and efficient healthcare ecosystem. Built on this integrated model, PureHealth has grown into the largest healthcare group in the Middle East, with a global footprint spanning continents, capabilities and markets. The UAE was built on a vision of a nation that does not wait for the future but creates it. We are proud to be part of that vision by contributing to a national economy that is resilient, innovative and purpose driven.

Accomplishments



Expanded footprint in **Europe** through the **acquisition of the Hellenic Healthcare Group**



Completed the **world's first ITVISMA Gene Therapy in Rare Diseases**



Introduced **Nada, AI clinical assistant**, to transform physician documentation across its facilities



Achieved **international diversification** by having **50% of our assets outside the UAE**



Recorded the **second-highest ICV score** in the **UAE insurance sector**, at **71.86%**, through **Daman**

SDGs



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[GRI 2-1, 2-6]

Business Essence

PureHealth is a healthcare service provider network in the United Arab Emirates (UAE), operating across both physical and digital environments in pursuit of a bold mission to advance the science of longevity. As the only vertically integrated payer-provider platform in the Middle East region, PureHealth offers a comprehensive portfolio of services. We are also a diversified investment platform, building a strong and far-reaching portfolio across multiple jurisdictions and verticals within the global healthcare sector to drive long-term growth and impact.



OUR CORPORATE STRATEGY

At PureHealth, our vision and mission extend far beyond the UAE, it is to fundamentally transform how the world experiences healthcare. Our corporate strategy is built on three core pillars, designed for impact across communities, borders, and generations, and anchored in sustainable growth, long-term value creation, and a scalable, patient-centred ecosystem powered by digital and AI capabilities. We are building an organisation that combines financial resilience with purposeful impact leveraging future resilient technology as a competitive advantage and positioning PureHealth for long-term performance.

Strategy Focused on Growth, Patient-Centred Ecosystem and Technological Enablement.



1

Solidify growth in core platforms

Market share expansion across key platforms by leveraging scale and strategic positioning

Ecosystem Integration and Lifetime Value Increase capture across the payer-provider continuum to maximise lifetime consumer value and reduce system

Margin and revenue growth bolstered by scaling high-complexity procedures



2

Unlocking growth through digital and AI enablement

Monetising patient ecosystem through advanced digital capabilities, driving efficiency, data-driven insights and value creation across the network

AI-powered solutions, analytics and predictive models elevate operational and clinical efficiencies across the network



3

Strategic expansions through M&A

Strategic global expansion focused on value creation, and aligned with core healthcare competencies

Seamless integration of acquired assets to accelerate synergies and operational consistency

OUR VISION AND MISSION



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.



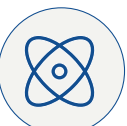
EVOLUTION

Pushing boundaries and extending lifespans.



AHEAD

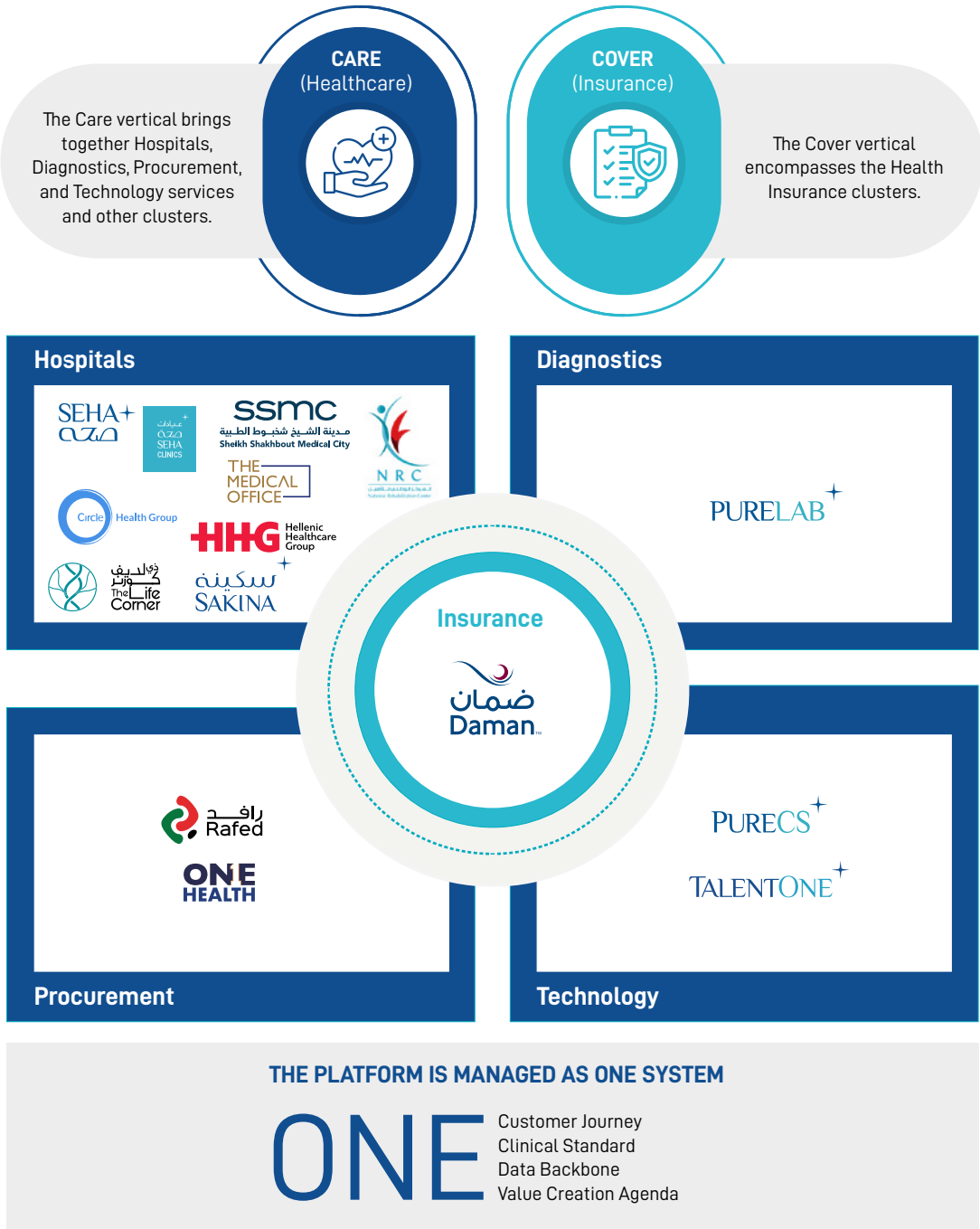
Being well-versed on the ground and in the cloud.



LIMITLESS

Unstoppable in the quest for longevity.

We operate through two core strategic verticals, namely Care and Cover, each designed to deliver world-class healthcare services and insurance solutions across local and global markets.



Our integrated Care and Cover model remained central to execution in 2025 aligning healthcare delivery and insurance within a single ecosystem to manage patient journeys end-to-end, improving outcomes, enhancing efficiency, and optimising costs. The model enables coordinated care pathways, better asset utilisation, and more effective population health management, spanning prevention, primary

and acute care, diagnostics, specialised services, and growing digital and data capabilities. Its strength was evident in 2025, as several hospitals transitioned into profitable operations through improved efficiency, revenue optimisation, and cost discipline. Critically, this ecosystem is difficult to replicate as it requires scale, clinical depth, data integration, and operational alignment across the entire healthcare value chain.



OUR STRATEGIC PRIORITIES IN 2025

We continued to deepen connectivity across our assets, reinforcing the competitive advantages that underpin long-term value creation.

- **Accelerating Global Growth:** we continued to pursue international business footprint expansion through the acquisition of Hellenic Healthcare Group in Greece and Cyprus in parallel with Ardent Health expanding its footprint in USA.
- **Advancing AI-Enabled Healthcare:** we facilitated PureLab's AI-powered diagnostics to smart hospital infrastructure and expansion of telehealth to improve clinical outcomes, enhance patient experience and drive operational efficiency.
- **Strengthening Community and Embedding Culture:** we invested AED 41 million through direct and indirect spend in the communities we serve through local and global partnerships and initiatives.
- **Delivering Financial Resilience:** with revenue of AED 27.3 billion and net profit of AED 2.0 billion in 2025, we focused on streamlined capital allocation, sustainable earnings and the continued integration of acquired assets to maximise long-term value for shareholders and stakeholders.
- **Embedding Sustainability Across the Group:** we made credible progress in embedding sustainability across the Group including strengthening sustainability management practices across subsidiaries, advancing our net zero commitment, and enhancing supply chain sustainability. This progress has been externally recognised through multiple award programmes and improved sustainability ratings received during the year.

OUR CULTURAL BELIEFS

Our culture is the foundation upon which our ecosystem is built and our cultural beliefs are the lived values that shape how we work, how we lead and how we care. We believe:

- **People come first:** Every patient, every employee and every community member we serve deserves to be treated with dignity, compassion and respect.
- **Innovation is a responsibility:** We owe it to the people we serve to constantly seek better, faster and more effective ways to deliver care.
- **Power of community:** Health is a collective pursuit, shaped by the strength of the relationships and cultures around us.
- **Emirati in spirit and Global in care:** Honouring the values and heritage that define us while pursuing a vision that extends far beyond our borders.

OUR SHORT- AND LONG-TERM OBJECTIVES

In the short term (2026- 2027), we are focused on advancing our operational excellence and accelerating the integration of our expanding global portfolio. Our short-term objectives include strengthening clinical outcomes and patient safety standards across all facilities, investing in the development of our people, accelerating the adoption of artificial intelligence and digital health technologies across our ecosystem, expanding our sustainability reporting data systems, integrating sustainability oversight and embedding our community and culture agenda across all subsidiaries and markets.

Looking further ahead (2030- 2040), we will take strides towards a future in which PureHealth is recognised as the Middle East's leading healthcare group and as one of the world's most impactful, sustainable and innovative healthcare organisations. Our long-term objectives include achieving Net Zero by 2040, scaling our international presence across new geographies, deepening our role as a national champion in support of the UAE's Vision 2031 and Net Zero 2050 strategy, and building a healthcare ecosystem in which every community regardless of location or background and has access to world-class care.

Built to Scale: A Platform for Global Growth and Strategic Value Creation

Enabling Expansion through Clinical Excellence, Cost Synergies, and Digital Infrastructure

- **Access to Global Growth**
 - Capturing growing private healthcare demand in developed markets
 - Geographic risk diversification
 - Currency risk diversification
- **Operational Synergies**
 - Global purchasing agreements with vendors driving cost savings
 - Shared digital infrastructure across the group
 - AI & Data Collaboration
 - Cross-border clinical talent development and mobility to address critical healthcare workforce shortages
- **Clinical & Digital Uplift**
 - Transfer of advanced clinical protocols and technologies to enhance both the quality and breadth of services offered
 - Expanding access to a broad network of sub-specialties to enhance patient experience
- **Strategic Positioning**
 - Positioning PureHealth as a world-class, future-ready healthcare group
 - Establishing a scalable platform for expansion across developed markets and beyond



[GRI 2-1, 2-6, 3-3, 203-1, 203-2]

Local Legacy and Global Impact

As an organisation rooted and headquartered in the UAE with a growing international footprint, we approach growth with a dual lens: deep local commitment and global ambition.



By thinking local, we understand the needs, heritage, and priorities of the communities we serve. By acting global, we apply international standards, strategic partnerships, and global expertise to deliver long-term value at scale. This approach defines how we expand our portfolio, strengthen our capabilities, and position ourselves as a globally leading, locally rooted organisation.

Our growth strategy is driven by targeted investments and acquisitions that expand our scale, reach, and competitive position across key markets. These activities are deliberate steps designed to establish a strong foundation for the next phase of expansion, enabling us to serve increasingly diverse markets and communities while remaining aligned with national development priorities.

OUR GEOGRAPHICAL PRESENCE

In 2025, we made a landmark entry into Europe through the acquisition of a 60% controlling stake in Hellenic Healthcare Group (HHG), the largest private healthcare provider in Greece and Cyprus in a transaction valued at EUR 800 million. Founded in 2018, HHG provides world-class, comprehensive healthcare to over 1.4 million patients annually in Greece and Cyprus. Operations span hospital care, diagnostics, genomics, assisted reproduction, home healthcare, medical supplies, plus training and development through Heal Academy. This enables the expansion of access to healthcare services for more than 1.4 million patients annually through the integration of HHG's 11 hospitals and 23 diagnostic

centres. With over 6,900 healthcare professionals, HHG now becomes an integral part of our international ecosystem.

Furthermore, we continued to accelerate our global expansion through our associate, Ardent Health which grew our USA footprint in 2025 by acquiring 18 urgent care clinics from NextCare Urgent Care across New Mexico and Oklahoma, 6 under Lovelace Health System and 12 under Hillcrest HealthCare System. This acquisition aligns with our targeted expansion model and further highlights the value of our investment in Ardent.

These significant strategic acquisition milestones, combined with our strategic partnerships in the UK with Dorchester (a leading hospitality operator), in Germany with Schoen Clinic (one of the leading providers of acute and post-acute rehabilitation services), and in the USA with Cincinnati (No. 1 ranked children's hospital), extends our footprint across three major regions and strengthens PureHealth's position as a globally connected healthcare platform enabling the exchange of expertise, innovation, and best practice across markets.

With approximately 50% of our assets now located outside the UAE, PureHealth has evolved into a predominant international healthcare service provider, with diversified revenues across geographies and markets that strengthen both financial resilience and long-term growth visibility.





This page is an interactive page.
Click  for more information on our global presence.

Our value chain reflects our commitment to transforming healthcare to become more accessible and affordable for all and delivering high-quality care. We operate through five (5) distinct verticals, encompassing our subsidiaries, joint ventures, and affiliates, to drive efficiency and extend our reach to the communities that need it most.

Our Value Chain

(9)

Hospitals



(1)

Diagnostics



(2)

Technology & AI



(2)

Procurement



(1)

Health Insurance &
Property and Casualty



Note: Numbers in parentheses indicate the number of entities/operating units within each vertical.

Our Scale and Reach*

110+

Hospitals

70+

Pharmacies

200+

Specialties

67,000+

Employees

13,000+

Licensed Beds

3.4M

Insured Members

56M+

Claims Processed

143+

Laboratories

*Represents figures that include entities outside the 2025 reporting boundary (Appendix A).



ACCESSIBILITY AND AFFORDABILITY

Across the UAE and our international markets, we are shifting the focus of healthcare from reactive treatment to prevention, early diagnosis, and lifelong health management while supporting accessibility and affordability of high-quality healthcare in line with the mandates of the jurisdictions we operate in.

As longstanding advocates of longevity, we position ourselves as extended health span enablers by integrating clinical delivery, diagnostics, data, and digital capabilities to reduce avoidable healthcare systems cost and enhance quality of life.

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 ecosystem that strengthens healthcare accessibility across the UAE by integrating core digital assets, including Riayati and PureNet. In 2025, the PURA Healthcare



رافد Rafed implemented the Unified Purchasing Programme (UPP) for Abu Dhabi Department of Health, standardising outpatient pharmaceutical procurement and laying the foundation for future nationwide centralisation.



ضمان Daman expanded into new customer segments while leveraging AI-powered document intelligence to process over 60 million documents annually, significantly improving accuracy, turnaround times, and workforce productivity across insurance and supply chain operations.

app facilitated teleconsultations at scale, reducing patient travel and optimising resource use, while digital twin technologies enabled more personalised and preventive care. Our cloud-enabled platforms are transforming operations, reducing denial rates, shortening wait times, and delivering real-time insights that support proactive, data-driven decision-making. Our ongoing investment in digital infrastructure is modernising healthcare delivery and ensuring equitable access to essential services, driving a meaningful shift from reactive healthcare to preventive wellness for the communities we serve.

Our integrated platform allows governments, payers, and providers to move beyond fragmented and episodic care models toward coordinated and long-term health solutions to strengthen healthcare resilience, productivity and economic stability across the geographies in which we operate.

We remained focused on strengthening excellence across our healthcare verticals and entities, advancing leadership in specialised and complex care through the deployment of some of the region's most innovative clinical technologies, while continuing to enhance performance and capabilities across our broader portfolio.

Expansion



SEHA expanded advanced specialised and complex care services. The launch of liver transplant programme, with 33 procedures completed, strengthened our role as a regional leader in organ care.

Complex Care



Enhanced critical care capabilities through the introduction of Emergency Room Extracorporeal Cardiopulmonary Resuscitation (ER ECPR) and expanded ECMO services and launched adult cardiothoracic surgery in Al Ain.

Complex Care



SSMC advanced high-acuity care by expanding specialised services and introducing several first-in-Abu Dhabi procedures, including the Auditory Brainstem Implant and Hypoglossal Nerve Implant.

Complex Care



SSMC launched state-of-the-art Electrophysiology lab further enhancing cardiac capabilities.

Complex Care



SSMC introduced a dedicated Paediatric Epilepsy Monitoring Unit to improve diagnosis of complex cases.

Accreditation



SKMC earned Joint Commission International re-accreditation across multiple specialised facilities.

Complex Care



Circle Health Group delivered high-complexity care including 100 cytoreductive surgeries, 3,158+ robotic-assisted procedures, 700+ VELYS robotic surgeries and 401 Complex spinal surgeries.

Expansion



Newer verticals, including Sakina (mental health) and radiology delivered strong momentum.

Expansion



The Department of Health licensed PURA Longevity Clinic, strengthening Abu Dhabi's global leadership in longevity medicine.

Expansion



SSMC launches Barakatna clinic, designed to provide advanced healthcare to senior citizens aged 65 years and above.

Expansion



Daman expanded into property and casualty insurance, transforming into a multi-line insurer under a new national insurance identity.

Expansion



Abu Dhabi launched its regional vaccine distribution hub operated by Rafed.

Accreditation



SKMC receives accreditation from the Royal Canadian International College of Physicians and Surgeons for three medical residency programmes under the supervision of the Abu Dhabi Department of Health.

Collaboration



SSMC signed Cooperation Agreements with the UAE Ministry of Foreign Affairs, Cedars-Sinai Medical Centre, Northwestern Memorial Healthcare, and AstraZeneca in the Fields of Education, Sustainability and Clinical Programme Development.

Complex Care



SSMC deployed Globus Excelsis GPS robotic navigation system enabling greater precision, safety and efficiency in complex spinal surgeries.

CONTRIBUTION TO NATIONAL DEVELOPMENT

Our contribution to the UAE's economic resilience extends well beyond the direct delivery of healthcare services. Our national footprint includes UAE's largest hospital network, SEHA, and the leading insurer, Daman, enabling continuity and resilience across our value chain. We reinforce this with strategic capabilities: a diagnostics network processing 34 million tests in 2025 crucial for early detection and a centralised procurement and logistics arm that underpins resilience at system scale. As the UAE's largest healthcare group, we are an active partner in the realisation of the nation's most ambitious development goals, contributing across four key dimensions:



Significant Economic Contributor:
We are a major employer, a significant procurer of goods and services, and a generator of foreign direct investment creating and sustaining economic value across the national ecosystem.



National Vision Alignment:
Our alignment with the UAE Vision 2031, the Abu Dhabi Economic Vision, and the national agenda for healthcare sovereignty positions PureHealth as a strategic economic asset, directly contributing to the diversification of the UAE's economy through investments in medical infrastructure, digital health platforms, and research capabilities.



Emiratization and Talent Development:
Our Emiratization programme reflects a deep commitment to developing the next generation of Emirati healthcare leaders through training, mentorship, and career progression pathways. Through initiatives such as the Emirati Women Chapter and partnerships with national institutions, we are actively advancing the social and economic empowerment of Emirati citizens.



Healthier Communities, Stronger Economy:
A healthier population is a more productive one. By improving access to quality healthcare, advancing preventive care, and reducing the burden of disease, PureHealth is contributing to the human capital foundation upon which the UAE's long-term economic prosperity depends.



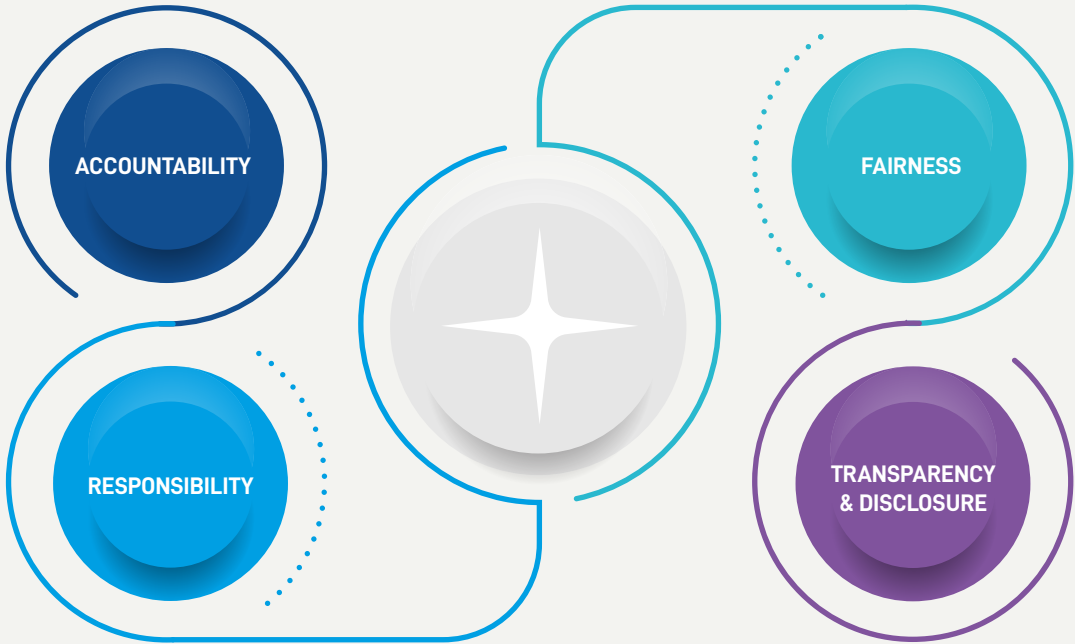
[GRI 2-9, 2-10, 2-11, 2-12, 2-13, 2-15, 2-16, 2-17, 2-18, 2-19, 2-20, 2-23, 2-24, 2-25, 2-26, 2-27, 2-29, 3-3, 205-2, 205-3, 206-1]

Visionary Leadership

Behind every act of care and cover is an exceptional governance foundation that makes it possible. It is the architecture behind every decision we make, every risk we anticipate and every standard we set across our growing global organisation for the benefit of stakeholders.

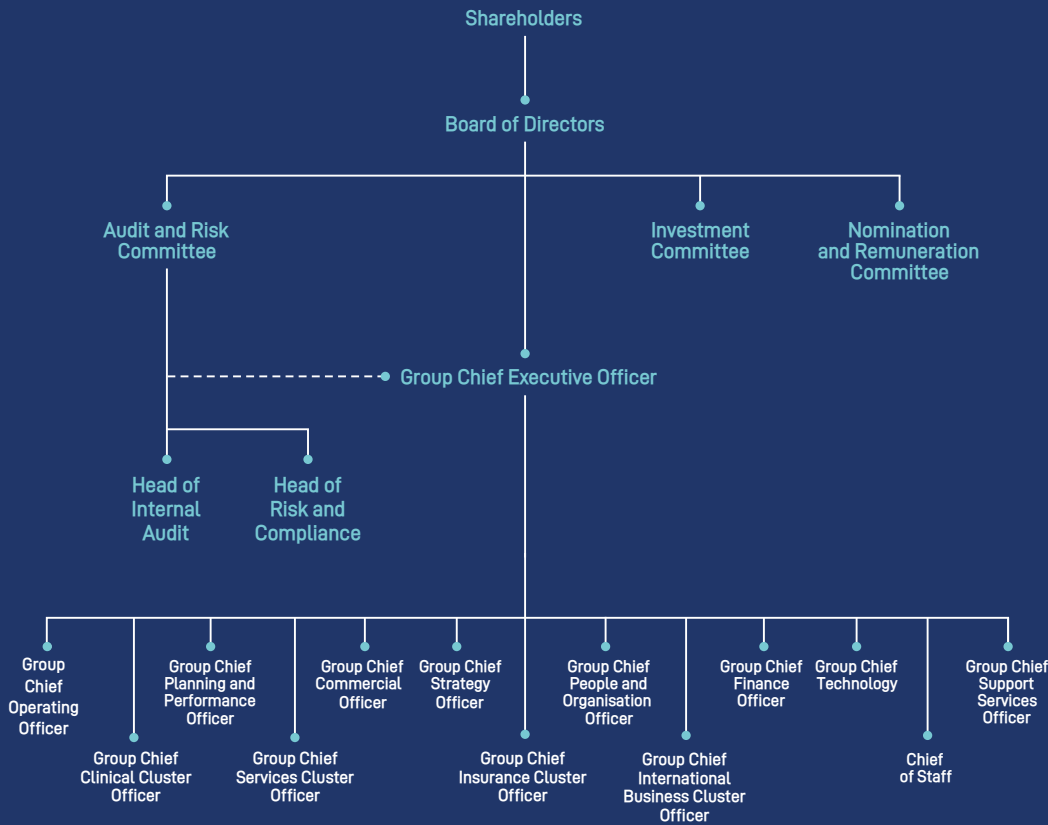
OUR CORPORATE GOVERNANCE FRAMEWORK

Our corporate governance framework is designed on relevant regulations and leading practices, providing strong strategic direction and effective oversight. Built on four key pillars, it fosters a culture of governance with a focus on strengthening governance structures, enhancing committee effectiveness and supporting continuous education and training. The Board retains primary responsibility for the framework's oversight ensuring it protects stakeholder interests, enables sound decision-making and drives sustainable long-term performance as we continue to grow and evolve.



LEADERSHIP STRUCTURE

Our leadership structure is designed to ensure clear accountability, strategic alignment, and effective oversight across every level of the organisation. Independent judgement and oversight are integral to the governance framework, with the Group CEO not serving on the Board, as stipulated by PureHealth's Articles of Association.



BOARD COMPOSITION AND DIVERSITY

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. It comprises of five members selected by the Ordinary General Assembly through a confidential ballot process. Board selection is undertaken through a structured and merit-based process, considering professional qualifications, sectoral expertise, integrity, and independence criteria. Each Board member serves a term of three years, and the Board elects a Chairperson and Vice-Chairperson from among its members to guide the Board's direction. The Chair holds the authority to act on behalf

of the Board, facilitating communication with Executive Management, engaging with shareholders and meeting with regulators, as necessary. The Chair provides leadership and is accountable for ensuring the overall effectiveness of the Board. By fostering an environment of open discussion, the Chair ensures that decisions are well-informed and encourages diverse viewpoints throughout the decision-making process. PureHealth's Board Charter outlines the roles, responsibilities, and governance framework under which the Board operates.

We are committed to fostering diverse leadership across all levels of the organisation. The composition

of the Board reflects a range of nationalities, ages and professional expertise, supporting balanced oversight and strategic decision-making. In 2025, the Board had no female representation following the resignation of Ms. Mouza Al Romaiti in April 2025, as no female candidates participated in the subsequent election process. The Board remains committed to strengthening diversity over time in alignment with regulatory expectations and PureHealth's long-term strategic objectives. Following the resignation Mr. Hamad Abdulla Mohamed Al Shorafa Al Hammadi and Ms. Mouza Saeed Khalfan Matar Al Romaiti, H.E. Kamal Ishaq Al Maazmi and Mr. Mohammad Adnan Abdulla Sharafi were appointed to the PureHealth Board.

BOARD MEMBERSHIP AND DATE OF ACCESSION

H.E. Kamal Ishaq Al Maazmi Chairman (Non-Executive/Independent) Date of Accession to the Board: 2025	Mr. Hamad Abdulla Mohamed Al Shorafa Al Hammadi Chairman (until April 2025) (Non-Executive/Independent) Date of Accession to the Board: 2023	Mr. Farhan Malik Board Member, Founder 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 Al Romaiti 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	Mr. Mohammad Sharafi Board Member (Non-Executive/Independent) Date of Accession to the Board: 2025

Note: The board composition presented above reflects the status as of December 31, 2025.

The Board Secretary at PureHealth ensures effective communication between the BoD and Executive Management while overseeing Corporate Governance. Appointed in June 2024, Mr. Abdel Kader Ahmed El Khatib serves as the Board Secretary, reporting directly to the Board and managing all secretarial duties. He works closely with the Board and Executive Management to coordinate meetings and ensure effective attendance management.

BOARD & COMMITTEES

The Board conducted meetings throughout the year to discuss matters included in the Board agenda. The Board distributes its oversight responsibilities through specialised committees each operating under approved charters and defined terms of reference. The committees provide focused oversight on critical governance domains such as financial integrity, risk management, executive succession, remuneration, investment evaluation, and regulatory compliance.

Board Meetings	Board Meeting Attendance	Audit and Risk Committee (ARC)	Nomination and Remuneration Committee (NRC)	Investment Committee (IC)
 6	 100%	 4	 2	 3

EXECUTIVE MANAGEMENT

Our Executive Management is responsible for overseeing our day-to-day operations and for exercising the authorities delegated to it by the Board in accordance with the approved governance framework, policies, and applicable regulatory requirements. It ensures the effective implementation of strategic priorities, the efficient and responsible management of organisational and clinical resources, and the achievement of our operational, financial, and performance objectives across our integrated healthcare ecosystem.

CONFLICT OF INTEREST

Each PureHealth Director is obligated to avoid any activities, either within PureHealth or elsewhere, that create a conflict between their personal interests (whether as an individual or through any entity they are associated with) and the interests of PureHealth. Specifically, a Director must refrain from directly or indirectly competing with PureHealth, including holding directorships in competing organisations.

BOARD REMUNERATION, TRAINING AND EVALUATION

The remuneration of the Board is overseen by the NRC, the committee responsible for reviewing, approving, and monitoring all matters related to remuneration and benefits in accordance with approved policies and governance standards.

Newly appointed Directors receive a comprehensive induction covering all relevant aspects of governance at PureHealth, including Board Committees, governance frameworks, regulatory requirements, Board ethics, policies, and an overview of PureHealth's business and market environment equipping them with the knowledge and tools necessary to fulfil their roles effectively from day one.

The Board Secretary 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 annual evaluation focuses on the following key areas: Board Structure, Organisation, Objectives and Effectiveness of Board Meeting Processes, Clarity of Board Responsibilities and Performance and Interaction between

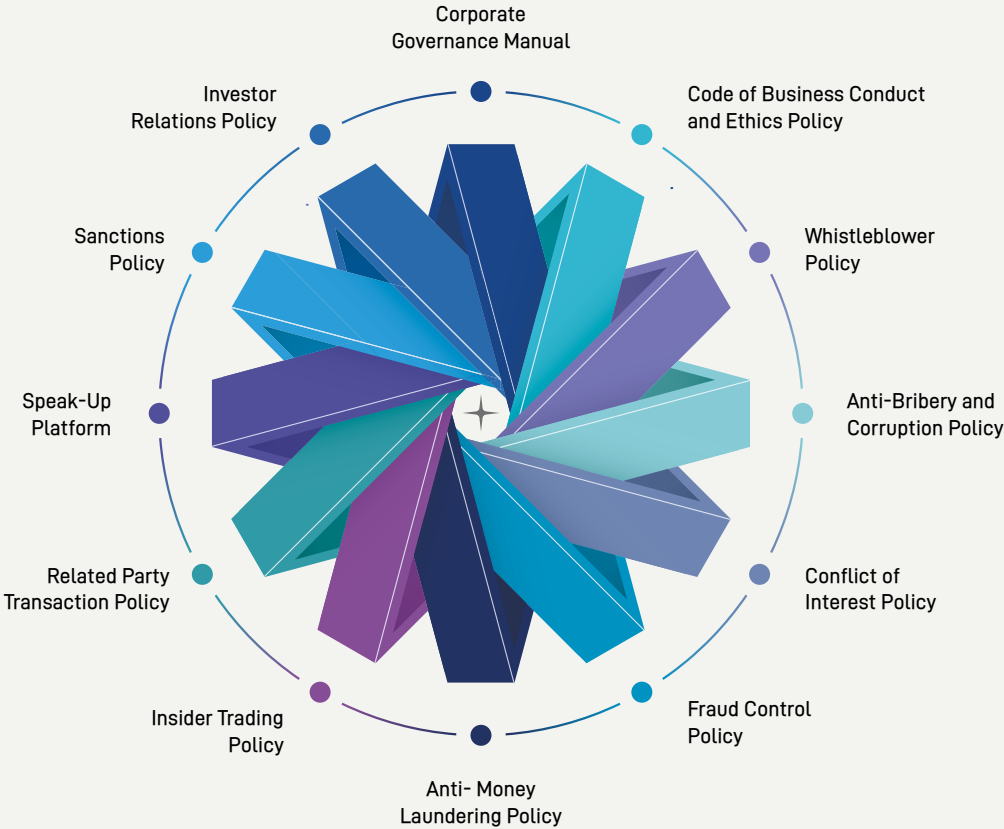
the Board and Executive Management. In addition to the annual assessment, an independent evaluation of the Board is performed periodically in line with regulatory requirements.

SUBSIDIARY GOVERNANCE

Our Board of Directors and Executive Management place strong emphasis on maintaining a consistent, disciplined, and risk-aligned approach to governance across our subsidiary portfolio, supported by a Subsidiary Governance Framework. In 2025, we revalidated the processes to strengthen our Subsidiary Governance Framework, setting out the principles, oversight controls, and accountability arrangements through which we exercise governance and supervision over our subsidiaries. The Framework is designed with specific objectives to enable effective decision-making, reinforce transparency, and promote responsible management, while respecting the legal form, regulatory requirements, and operational autonomy of each subsidiary. Through this framework, responsibilities between the Board, its Committees, Executive Management, and subsidiary leadership are clearly articulated.

KEY CORPORATE GOVERNANCE AND COMPLIANCE POLICIES

In 2025 we targeted enhancements to the governance policies and developed our "Public Disclosure of Key Policies Memorandum" which forms an integral part of our Corporate Governance framework, consolidating our core policy commitments and sustaining our approach to transparency, awareness, understanding, accountability, and stakeholder engagement. Below is the summary of the key policies adopted:



CODE OF BUSINESS CONDUCT AND 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 also standardised and implemented Code of Conduct guidelines for healthcare professionals, further clarifying ethical expectations for clinical staff.

ANTI-BRIBERY AND CORRUPTION (ABC)

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. We aim to achieve ISO 37001 (Anti-Bribery Management System) certification in early 2026. All board members received training on anti-corruption in alignment with PureHealth's Code of Conduct. There were no instances of violations identified for PureHealth during the reporting year 2025, including no legal actions related to anti-competitive behaviour, anti-trust, or monopoly practices were recorded.

No

reported ethical breaches or regulatory penalties in 2025

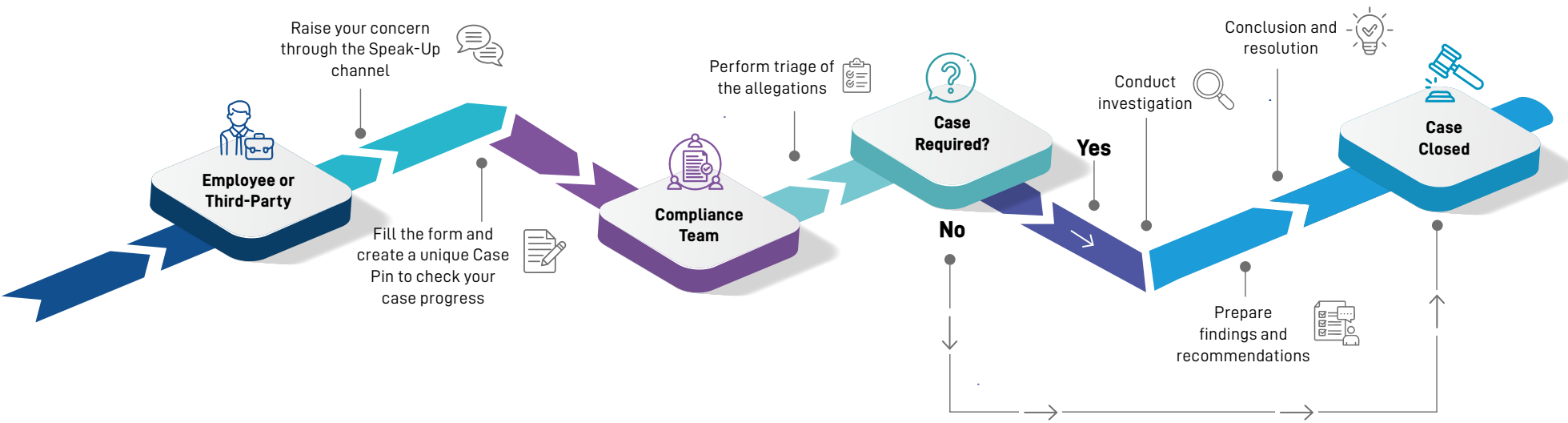


READ OUR CODE OF CONDUCT AND BUSINESS ETHICS POLICY

WHISTLEBLOWING POLICY AND CHANNEL

We are committed to the highest standards of transparency, integrity, and ethical conduct. Our Whistleblower Policy provides employees and third parties with a secure, confidential channel to report concerns, including misconduct, unethical behaviour, or non-compliance without fear of retaliation. All concerns can be submitted through our secure online portal at speakup@purehealth.ae, with the option to attach supporting documentation. Each submission is reviewed by our compliance team to assess credibility and determine the appropriate course of action. A unique case ID ensures reporters can track progress, maintaining accountability and transparency throughout the process.

We maintained strong participation in compliance training and awareness programmes, covering Code of Conduct adherence, conflict of interest management, sanctions compliance, supplier due diligence, anti-bribery and corruption, and data protection. Process automation and systematic monitoring have strengthened our compliance programme, with enterprise-wide Code of Conduct and Conflict of Interest processes and streamlined whistleblowing management enhancing timeliness and accountability.



RISK MANAGEMENT

Our Philosophy: Responsible Risk-Taking at the Core

PureHealth's approach to risk management is anchored in responsible risk-taking – recognising that sustainable growth depends on decisions that balance opportunity with the disciplined protection of people, assets, reputation, and capital. Risk considerations are embedded across every dimension of the organisation, from strategic planning and capital allocation to operational execution and performance management.

The ERM Framework: Disciplined Execution Across the Group

Our Enterprise Risk Management (ERM) framework translates this philosophy into consistent, disciplined execution across the Group. Aligned with ISO 31000 and the COSO ERM Framework, it operates as an interconnected system of governance, processes, data, and accountability – spanning the full risk lifecycle from early signal detection through to decisive action and ongoing refinement.

Attuned to the accelerating pace of healthcare, our structured yet adaptive ERM framework supports informed decision-making under uncertainty and strengthens PureHealth's ability to execute strategy with confidence across the value chain

How We Manage Risk – The Core

The framework encompasses key disciplines – continuous horizon scanning for emerging threats and opportunities, precision risk assessments informed by scenario analysis and cross-functional insight, strategic mitigation through tailored responses calibrated to our risk appetite, ongoing surveillance of controls and key risk indicators to ensure decisions remain forward-looking and well-informed – supported by continuous learning to reinforce the risk culture.



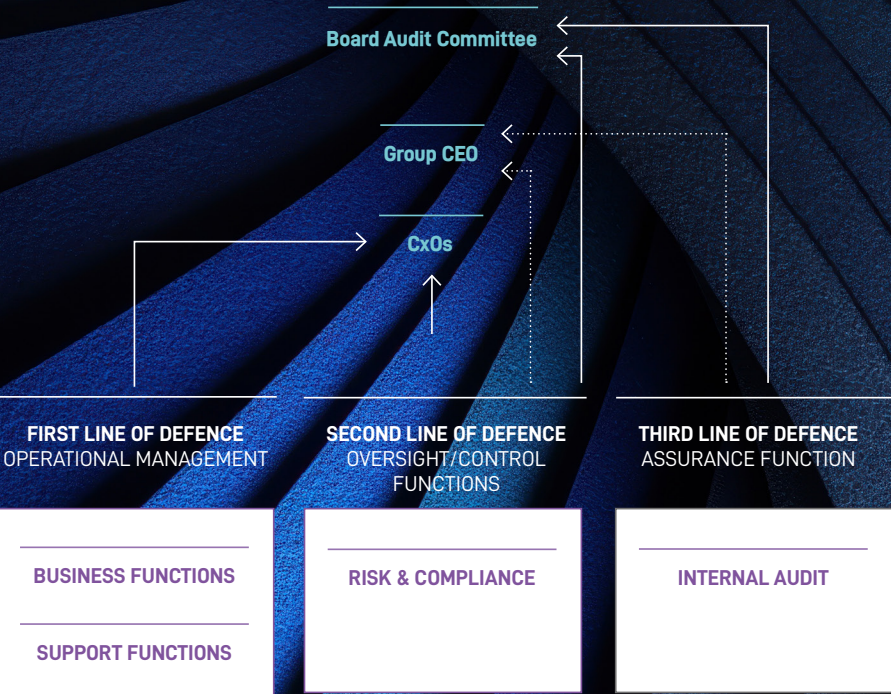
Risk Culture: Shared Vigilance at Every Level

Underpinning all of this is a culture of shared vigilance – built through targeted training, transparent communication, and enterprise-wide engagement – ensuring that risk awareness is a lived discipline at every level, not simply a governance obligation.



THREE LINES OF DEFENCE OPERATING MODEL

We address through Three Lines of Defence model, ensuring clear accountability, independent oversight, and effective governance.



STAKEHOLDER ENGAGEMENT

We recognise that long-term value creation depends on truly understanding the needs, priorities, and expectations of our internal and external stakeholders and responding to them with transparency and accountability. Our approach is shaped by structured engagement with those who influence and are impacted by our activities.

In terms of sustainability management, insights gathered from stakeholder engagements directly inform our materiality assessment, strategic priorities, and governance decisions. We work closely with our stakeholders to ensure effective and impactful implementation of our sustainability initiatives.

Stakeholder Group	Methods of Engagement	Purpose of Engagement
Patients	Patient feedback surveys, service initiatives, digital platforms, and direct communication channels	To improve quality, accessibility, and safety of care, enhance patient experience, and inform service design and delivery
Workforce and Healthcare Professionals (HCPs)	Employee surveys, performance reviews, training programmes, engagement activities, and Speak Up channels	To support workforce wellbeing, capability development, inclusion, and ethical conduct, and to strengthen clinical and operational performance
Government and Regulators	Partnerships, public health initiatives, formal reporting, conferences, and consultations	To support national health priorities, regulatory compliance, system resilience, and the advancement of sustainable healthcare infrastructure
Communities	Community health programmes, outreach initiatives, and awareness campaigns	To advance health equity, prevention, and community wellbeing through targeted and accessible interventions
Industry Associations	Trade forums, conferences, working groups, and industry publications	To contribute to sector-wide dialogue, share best practices, and support innovation and standards development
Investors	Annual and interim reporting, general meetings, investor briefings, and dedicated investor relations channels	To ensure transparent communication, manage ESG related risks and opportunities, and support long-term value creation
Suppliers and Business Partners	Supplier code of conduct, procurement engagement, assessments, and communication	To promote ethical practices, environmental responsibility, operational resilience, and sustainable supply chains

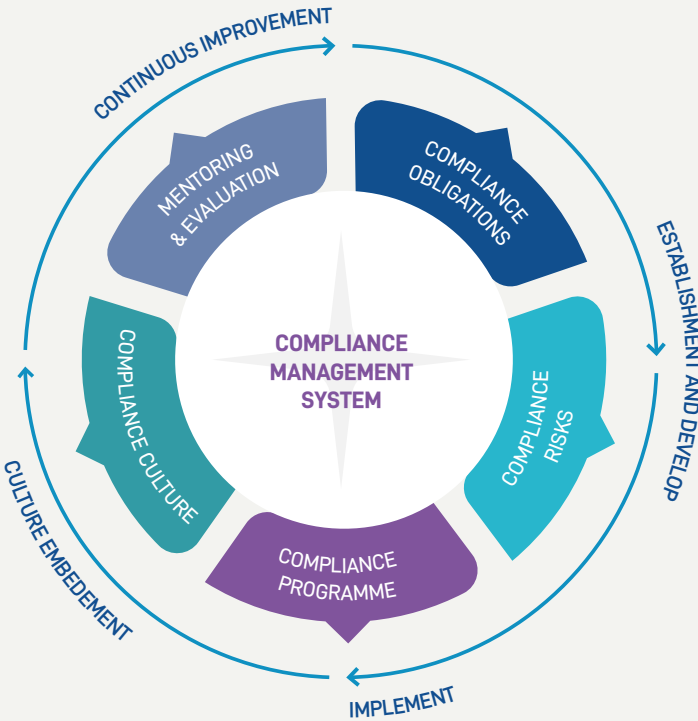
COMPLIANCE MANAGEMENT IN ACTION

We understand that upholding the highest standards of compliance is fundamental to our long-term success and the trust we build with our stakeholders. Our Board of Directors sets the tone and provides strategic oversight while the Risk and Compliance Department is responsible for implementing and monitoring a compliance programme supported by Executive leadership and aligned with ISO 37301 Compliance Management standards.

Our Compliance Management Framework serves as the blueprint for embedding compliance into every facet of our operations, supported by our Compliance Management System that acts as the central hub for policies, procedures, and a culture of accountability across PureHealth. In 2026, we aim to apply our compliance management framework

on our international activities through comprehensive gap assessments and standardisation initiatives while advancing our Fraud Control Management framework strengthening prevention, detection, response, and reporting capabilities.

We also established a comprehensive Compliance Self-Assurance Assessment (CSAA) framework to strengthen enterprise-wide compliance oversight through systematic, evidence-based evaluation of control effectiveness aligned with approved policies, procedures, and delegations of authority. The framework provides enhanced visibility into compliance performance across departments and risk tiers, enabling proactive risk mitigation, informed decision-making, and optimised resource allocation.



[GRI 2-28, 3-3]

Exceptional Patient Care

At the heart of everything PureHealth does is a profound commitment to deliver exceptional care to every patient every time.

We acknowledge that healthcare is one of the most personal and consequential experiences in a person's life, and this embodies the responsibility that shapes how we design our services, develop our workforce, and invest in our capabilities. Through the continued scaling of our integrated Care and Cover ecosystem, we are reaching more patients, expanding diagnostic capacities, and strengthening connectivity through platforms that deliver end-to-end care.

PATIENT FIRST PHILOSOPHY

In every decision we make and every action we take, our patients always come first, and this is a non-negotiable stance. The appointment waiting and pharmacy dispensing time have reduced by approx 40%. We are committed to giving an experience that is safe, compassionate, advanced and accessible from the moment a patient first engages with our network to the ongoing management of their health and wellbeing.

20%

increase in NPS, enhancing patient trust and overall care experience

100%

of customer complaints were resolved by SSMC

QUALITY MANAGEMENT

Excellence in healthcare is a fundamental right and a responsibility we take seriously across every part of our operations. Our selected facilities comply with the highest medical quality standards, recognised through accreditations such as Joint Commission International (JCI) from leading national and international bodies including the Joint Commission International, Commission on the Accreditation of Rehabilitation Facilities (CARF), International Organisation for Standardisation (ISO) and the UAE Ministry of Health and Prevention.



American Heart Association (AHA) Accredited

ISO 41001:2018 (Facility Management System) certified

ISO 9001:2015 (Quality Management System) certified

ISO 15189:2012 (Medical Laboratories) certified

PATIENT EXPERIENCE

Patient satisfaction is a direct reflection of the quality of care we provide. We acknowledge that how a patient feels throughout their healthcare journey from first contact to follow-up is important in building trust, promoting adherence to treatment, and fostering long-term wellbeing.

16%

increase in patient interactions

PATIENT INTERACTIONS



11 M

INPATIENT VOLUME



250 K

OUTPATIENT VOLUME



9.7 M

ACTIVE MEMBERSHIP



3.4 M

UAE LAB VOLUMES



34 M

OPERATIONAL BEDS



6.9 K

HEALTH INSURANCE GWP



7.6 B

CLINICAL CARE ADVANCEMENTS

We believe that raising the bar in clinical care by investing in people, technologies, and capabilities brings world-class care closer to every patient we serve.



SSMC and Sakina launched a state-of-the-art multidisciplinary memory clinic to advance dementia and cognitive care.



Abu Dhabi became the first region outside USA to offer breakthrough Inflammatory Bowel Disease (IBD) biologic therapy at SSMC.



SAKINA and SSMC launched a dedicated women's mental health clinic in Abu Dhabi with psychological assessment, Cognitive Behavioural Therapy and bespoke support for women.

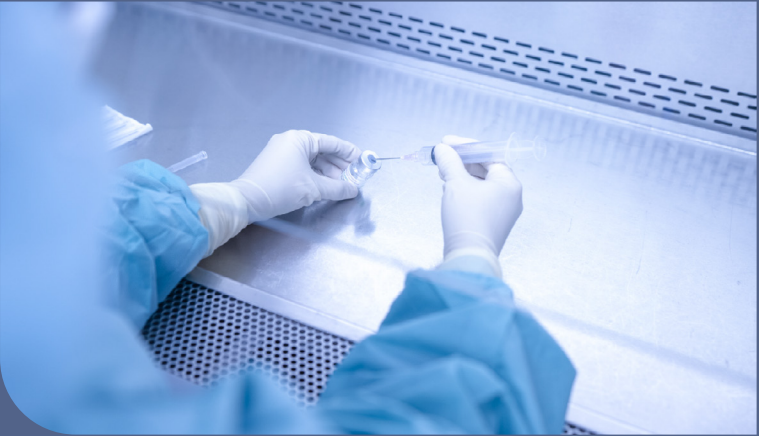


CASE STUDY: WORLD'S 1ST ITVISMA GENE THERAPY IN RARE DISEASES

Abu Dhabi became the first in the world to administer ITVISMA gene therapy for spinal muscular atrophy (SMA) at SKMC marking a major milestone in precision medicine and advanced healthcare delivery reinforcing our role in advancing genomics-driven healthcare and supporting Abu Dhabi's ambition to lead in precision medicine, innovation, and access to life-changing treatments.

Impact Created

- Positioned Abu Dhabi at the forefront of advanced therapeutics through the first global administration of ITVISMA
- Enabled early access to breakthrough therapies for rare genetic conditions
- Strengthened capabilities in genomics and precision medicine



CASE STUDY: CYBERKNIFE: ADVANCING PRECISION CANCER CARE

We introduced CyberKnife technology at Tawam Hospital, marking our first use in Abu Dhabi and a significant advancement in the emirate's cancer care capabilities. The CyberKnife S7 system delivers high-precision and non-invasive radiotherapy using robotic technology, enabling targeted treatment of tumours while minimising impact on surrounding healthy tissue.

Impact Created

- Delivered safer treatment of complex and sensitive tumours
- Improved treatment accuracy and patient outcomes
- Reduced the need for invasive procedures, enhancing patient comfort and recovery





CASE STUDY: ADVANCING FOETAL CARE THROUGH COMPLEX FOETOSCOPIC SURGERY

As part of the Abu Dhabi Department of Health's Visiting Physicians Programme, SEHA successfully performed a complex fetoscopic surgery to repair spina bifida at SKMC marking a significant advancement in specialised foetal care, highlighting our role in advancing complex care and innovation.

Impact Created

- Improved prospects for mobility and neurological function through a successful 90-minute procedure on a 25-week foetus
- Used advanced fetoscopic techniques involving minimally invasive, high-precision procedures
- Reduced the risk of long-term complications and need for postnatal surgeries



We believe that the best healthcare is built through collaboration, our clinical partnerships bring together world-class expertise, shared knowledge, and collective innovation to advance the standard of care across our network.

Advancing Early Childhood Wellbeing in Abu Dhabi



PureHealth partnered with Abu Dhabi Early Childhood Authority to advance the UAE's 2035 children's health strategy.



SEHA partnered with Cincinnati Children's to elevate Abu Dhabi's paediatric care ecosystem.



PureHealth partnered with Dorchester Collection Academy to introduce luxury hospitality standards.



Abu Dhabi Department of Health partnered with PureHealth and leading academic and healthcare institutions, including New York University Abu Dhabi, Illumina, Khalifa University, M42 and IHLAD, to advance genomics-led personalised care and accelerate research in oncology and rare diseases.



سكينة SAKINA



Sakina partnered with Mohammed bin Rashid Centre for Special Education (operated by NECC) and Special Olympics UAE to expand access to specialised mental health and neurodiversity services to Children, People of Determination and Individuals with autism and developmental conditions.



SEHA, partnered with Germany's Schoen Clinic Group to enhance rehabilitation services.



Abu Dhabi Department of Health in collaboration with Johnson & Johnson and SSMC, approved and accelerated access to Tremfya for Crohn's disease and ulcerative colitis.



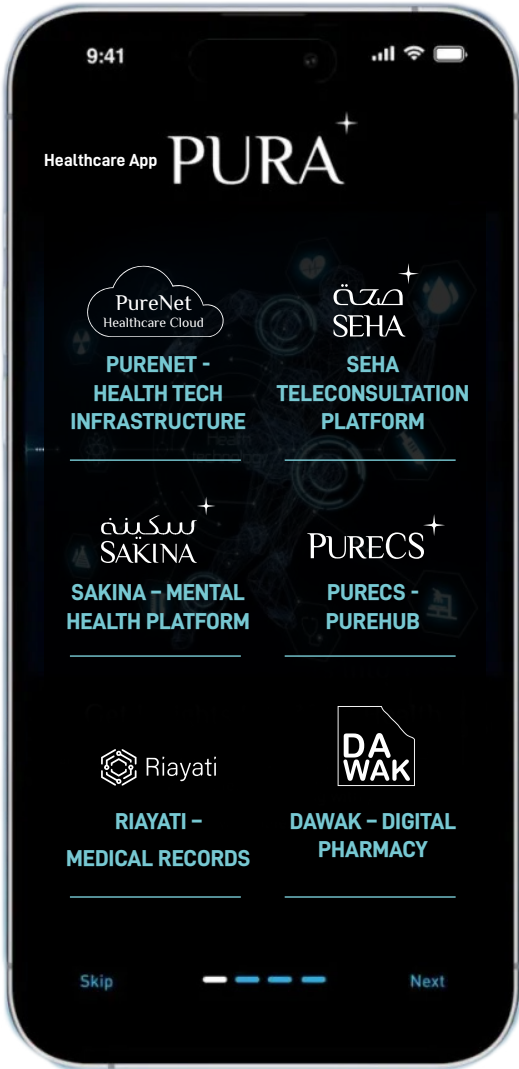
[GRI 3-3, 418-1]

Innovation and Data Security Stewardship

We operate at the intersection of healthcare, technology and data and, therefore, we hold ourselves accountable to the highest standards of excellence and security ensuring that the solutions and services we create and offer are exemplary.

INNOVATION

Technological advancements and AI remain fundamental for PureHealth's long-term business strategy. In 2025, we accelerated investments in AI-enabled care, advanced analytics, digital infrastructure, data platforms, and cybersecurity by advancing 15 AI and innovation use cases at pilot scale. Digital transformation was strengthened through the launch of the AI Factory that aims to enable scalable and compliant deployment of AI solutions. Also, a unified Health Information System was rolled out across our entities.



PURA, our flagship digital health platform, acts as the digital backbone of PureHealth by seamlessly connecting patients, providers, and payers through an integrated ecosystem, spanning clinical, operational, and financial workflows. It has scaled rapidly across major initiatives such as Active Abu Dhabi and other corporate wellbeing programmes. It has evolved to become our primary digital solution that delivers AI-enabled diagnostics, care navigation, teleconsultation, mental health services, and advanced decision-support to collectively drive effective outcomes for patients and greater efficiency across our network.

In 2025, PureHealth co-organised the fourth Healthcare Leaders Summit with Forbes Middle East convening



100+
digital initiatives were
successfully delivered

policy-makers, healthcare, and technology leaders from across the MENA region under the theme "Community at the Heart of Health Innovation." The summit served as a platform for strategic dialogue on the future of healthcare, highlighting advancements in AI, genomics, precision medicine, and prevention while emphasising the importance of public and private collaboration in building more inclusive, sustainable, and patient-centred health systems.



CASE STUDY: ADVANCING PREVENTIVE CARE THROUGH LONGEVITY MEDICINE

Abu Dhabi Department of Health licensed the PURA Longevity Clinic, our specialised facility at SSMC, marking a significant step in advancing longevity-focused and preventive healthcare to lead globally in preventive, personalised, and technology-enabled healthcare.

- Impact Created**
- Used AI-enabled personalised treatments tailored to individual biology, lifestyle, and health goals
 - Introduced one of the first licensed Healthy Longevity Medicine Centres under DoH's global-first framework
 - Enhanced access to preventive screenings and personalised health insights within a single care setting



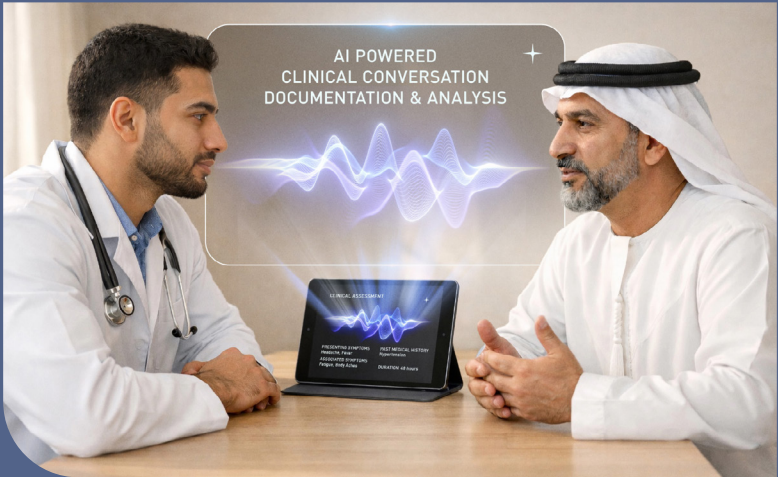


CASE STUDY: NADA – AI-ENABLED CLINICAL DOCUMENTATION AND PATIENT EXPERIENCE

We launched the pilot phase of Nada, an AI-powered digital assistant designed to support physicians by capturing and organising clinical notes in real time during medical consultations.

Impact Created

- Enabled physicians to focus more fully on patient interaction and care delivery
- Reduced time spent on clinical documentation by over 50%, redirecting more than two hours per clinic per day to direct patient care
- Enhanced consultation quality, enabling greater focus, engagement, and communication between physicians and patients



DATA PRIVACY AND INFORMATION SECURITY

The trust our patients and stakeholders place in us is grounded in how we safeguard their data. We uphold the highest standards of privacy and information security, ensuring that all personal and sensitive information, particularly our patients' personal data, is managed with the utmost care. Our practices are fully aligned with applicable regulations, including the UAE Personal Data Protection Law (PDPL) and the Abu Dhabi Healthcare Information and Cyber Security Standard (ADHICS), as well as our internal information security and privacy policies and controls.

We maintain a comprehensive Information Security Management System (ISMS) aligned with ISO 27001 that ensures the confidentiality, integrity, and availability of critical information. Personal data for our patients is collected through transparent processes that clearly communicate the purpose, scope, and implications of data use, in accordance with applicable consent requirements.



EXPLORE OUR
PRIVACY POLICY



CYBERSECURITY

As our strategic priority, we continue to strengthen our cyber resilience through large-scale investments in infrastructure, monitoring, and threat mitigation capabilities to protect critical healthcare data and digital assets across our local and global operations.

PureCS, our centralised technology and cybersecurity arm, is responsible for protecting critical operations, data, and digital infrastructure across all assets. Its capabilities span threat intelligence, breach simulations, security audits and a 24/7 Security Operations Centre (SOC) providing continuous monitoring, rapid threat detection, and incident response. PureCS is ISO 27001:2013 compliant.

Daman, our insurance entity, maintains both ISO/IEC 27001:2013 accreditation and the Abu Dhabi

Healthcare Information and Cyber Security Standard (ADHICS) certification reflecting our group-wide commitment to the highest standards of information security.

Our defences are continuously strengthened through next-generation technologies and regular red, blue, and purple teaming exercises. In partnership with the UAE Cyber Security Council, we collaborate on intelligence sharing, joint incident response, malware threat assessments, and specialised training directly supporting the UAE's broader digital security vision.

In 2025, PureHealth strengthened cyber resilience through expanded SOC coverage, enhanced offensive security capabilities, and the deployment of cloud-native security solutions across key operations, supporting secure healthcare delivery and avoiding major cybersecurity incidents.

CASE STUDY: STRENGTHENING NATIONAL AND HEALTHCARE CYBER RESILIENCE

In 2025, PureCS, PureHealth's centralised technology and cybersecurity arm, led a proactive, prevention-driven cybersecurity transformation by integrating its in-house Security Operations Centre with the UAE's National Security Operations Center (NSOC). This milestone marked the first integration of its kind for a private healthcare group in the UAE, enabling real-time intelligence sharing and enhanced national cyber defence. In parallel, PureCS implemented a Secure Access Service Edge (SASE) solution across SEHA, modernising legacy infrastructure into a unified and cloud-native security architecture aligned with Zero Trust principles.

Impact Created

- Strengthened national and organisational cyber resilience through real-time threat intelligence sharing and proactive defence capabilities
- Secured digital access across more than 100 healthcare sites, supporting approximately 24,000 users with consistent and cloud-native security controls and uninterrupted access to critical clinical systems
- Improved operational efficiency and sustainability by reducing infrastructure complexity, energy use, and reliance on on-premises systems



[GRI 2-23, 2-24, 3-3]

Resilience by Design

Our operations, systems, and processes are designed to ensure business continuity, agility, and sustainable growth.

We are shaping an organisation that remains agile and resilient by anticipating risks, strengthening capabilities, and consistently delivering high-quality healthcare. Business continuity management aims to restore operations to optimal conditions, while emergency management is designed to protect people from harm.

BUSINESS CONTINUITY MANAGEMENT POLICY

We maintain a Business Continuity Management (BCM) Policy under the guidance of Critical Infrastructure and Projects (CIP) department to ensure uninterrupted delivery of critical healthcare services across all our assets. The policy is aligned with international standards, ISO 22301:2019 and AE/SCNS/ NCEMA 7000:2021, and establishes a structured framework to prevent, prepare for, respond to, and recover from disruptions safeguarding people, assets, processes, and technology.

Our individual assets are required to maintain tested Business Continuity Plans (BCPs), reviewed at least annually. The Business Impact Analyses are conducted regularly to identify vulnerabilities and emergency budgets are maintained to ensure swift response when needed. The supplier contracts are also required to align with our continuity requirements. Governance is embedded at all levels from Board oversight down to dedicated BCM Champions within each function supported by ongoing training, awareness programmes, and regular audits to drive continuous improvement and organisational resilience.

28,000+

employees attended cyber-security awareness trainings

Zero

data breaches reported

CASE STUDY: ENSURING UNINTERRUPTED ACCESS TO CRITICAL HEALTHCARE SUPPLIES

We understand that the communities we serve depend on the consistent and reliable availability of medical supplies. Our commitment to resilience goes beyond day-to-day operations, it is embedded in the way we govern, plan, and prepare for the unexpected. Rafed has developed a comprehensive BCP for the Strategic Medical Stockpile (SMS) operations. The BCP

has structured procedures to ensure uninterrupted supply of critical medical stocks to end-user healthcare facilities during any disruptive event. It covers four categories of critical assets and addresses disruptions arising from personnel loss, warehouse failure, IT outages, supplier disruption, power cuts, and road blockages regardless of root cause.



CASE STUDY: STRENGTHENING EMERGENCY RESPONSE THROUGH STRATEGIC PARTNERSHIP

We partnered with National Search and Rescue Centre (NSRC) to enhance national emergency response capabilities and improve coordination between rescue operations and healthcare providers. This partnership reinforces PureHealth's role in advancing a resilient healthcare system and supports emergency preparedness, public safety, and integrated care delivery.

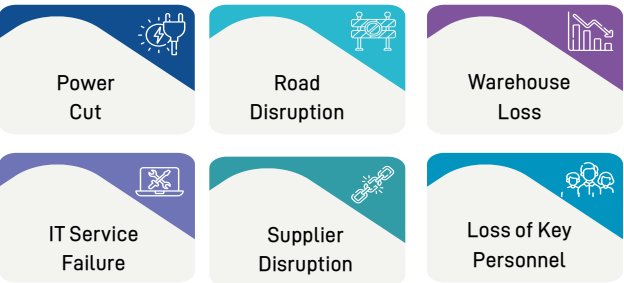
Impact Created

- Enabled faster, more coordinated patient transfers during critical incidents such as natural disasters, road accidents and large-scale emergencies
- Enhanced integration across air, land, and sea rescue operations with hospital networks
- Integrated technology and systems to support real-time coordination

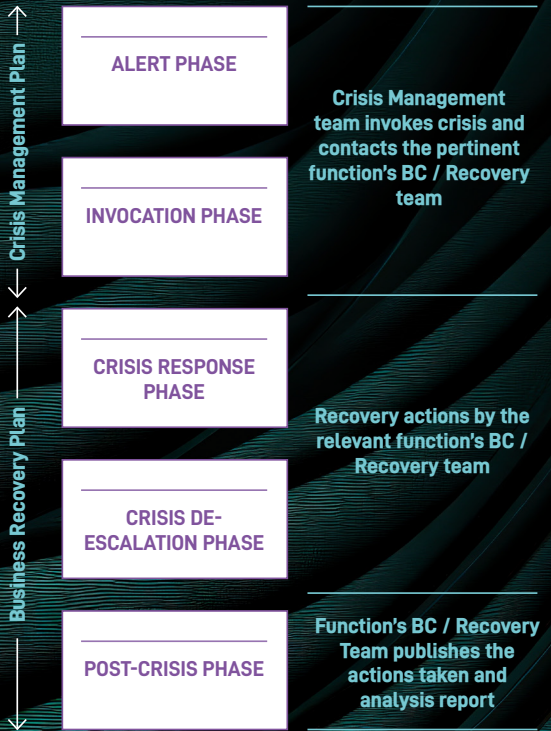


A dedicated Crisis Management Team (CMT), led by the Rafed CEO, comprising senior leadership from Supply Chain, Procurement, Finance, and Operational Excellence, is responsible for activating and directing the BCP response during any declared crisis.

KEY CRISIS SCENARIOS ADDRESSED BY SMS BCP



For each scenario, mitigation measures are in place including backup power generation, pre-mapped alternative delivery routes, manual operating procedures, distributed inventory across multiple locations, and pre-qualified alternative suppliers. The SMS BCP follows a five-phase recovery framework:



We believe that a plan is only as strong as its last test. Our SMS BCP is reviewed at least quarterly and tested at minimum semi-annually through five structured exercises. A full plan exercise is conducted annually and lessons learned from each exercise are incorporated into plan updates ensuring our resilience capabilities continuously evolve.

- Command Post Testing
- Call Tree Drills
- Table-top Exercise
- Simulation Tests
- Technology Failover Tests

[GRI 3-3, 203-1, 203-2, 204-1]

Supply Chain Integrity

We safeguard operational excellence, reduce risk, and promote sustainable business practices that align with our values by embedding integrity across every link in our value chain, upholding trust with our stakeholders.

SUPPLIER CODE OF CONDUCT

Our Supplier Code of Conduct extends our ethical, social, and sustainability standards beyond internal practices to external third-party vendors, service providers, and business partners operating within our supply chain.



CONFLICT OF INTEREST, INCLUDING MATTERS RELATING TO GIFTS, BENEFITS, AND HOSPITALITY



ANTI-BRIBERY AND CORRUPTION



HUMAN RIGHTS AND FAIR LABOUR PRACTICES



ENVIRONMENTAL RESPONSIBILITY



HEALTH AND SAFETY OBLIGATIONS



MANAGEMENT SYSTEMS SUPPORTING COMPLIANCE

Suppliers are encouraged to raise any concerns related to potential or actual misconduct through our designated whistleblowing channels.

LOCAL PROCUREMENT

We are a committed participant in the UAE's ICV programme, a national initiative designed to stimulate economic growth by increasing the contribution of businesses to the local economy through procurement, investment, and employment. Our participation in the ICV programme reflects our belief that a strong, diversified national economy is both a social responsibility and a long-term business imperative.

Our ICV contribution reaching AED 3.76 billion to date reflects our commitment to sourcing locally, investing in UAE-based suppliers, and retaining value within the national economy. This represents more than 30% of our total procurement spend, underscoring the scale of our contribution to the UAE economy. Across our operations, we actively prioritise UAE-based suppliers and service providers, contributing to local manufacturing and innovation ecosystems. These efforts are an expression of our identity as a proudly UAE-rooted organisation committed to the nation's economic sovereignty and self-sufficiency.



We are also aligned with the Make it in the Emirates initiative, a key pillar of the UAE's national industrial strategy, which contributes to economic diversification, supply chain resilience, and the development of a resilient healthcare system and aims to increase the sector's gross domestic product (GDP) contribution to AED 300 billion by 2031.

Our contribution to local value creation has also received external recognition, with Rafed being honoured with the ICV Champion Award for National SMEs Development at the Make it in the Emirates Forum 2025, organised by the Ministry of Industry & Advanced Technology.

This recognition reflects our ongoing commitment to advancing the UAE's ICV Programme and fostering sustainable, homegrown partnerships that strengthen the national economy and healthcare ecosystem.

Rafed was honoured for its national SME development efforts through the ICV programme

30% of the total procurement spend was towards local suppliers



As we continue to grow, we remain committed to strengthening our ICV contribution and playing an active role in the UAE's ambition to build a resilient, knowledge-driven, and globally competitive economy.



CASE STUDY: GSK REGIONAL VACCINE DISTRIBUTION HUB

The Abu Dhabi Department of Health, in partnership with ADIO, GSK, AD Ports Group, Etihad Cargo, and KEZAD Group, launched a regional vaccine distribution hub operated by our subsidiary, Rafed. The facility strengthens supply chain capabilities and expands access to vaccines across the Middle East, Africa, and South Asia, reinforcing Abu Dhabi's position as a global life sciences and logistics hub. The hub's activation followed a strategic agreement between DoH and GSK signed during Abu Dhabi Global Healthcare Week 2024 to establish regional vaccine distribution capabilities.

Impact Created

- Deployed advanced cold-chain and smart logistics technologies to ensure product integrity and real-time visibility
- Reduced delivery timelines and improve supply reliability across multiple markets
- Enhanced visibility and coordination across the vaccine supply chain



[GRI 2-28]

Celebrating Excellence

In 2025, we received multiple recognitions and awards for our contributions to innovation, operational excellence, and sustainability. These awards reflect the impact of our work and our role in advancing national and global priorities.

CORPORATE EXCELLENCE AND INNOVATION AWARDS

MOST INNOVATIVE COMPANY
2025 - HEALTHCARE



MOST INNOVATIVE
COMPANY 2025 -
AI & DATA SCIENCE



NAFIS PROGRAMME
AWARDS SUBSIDIARY
NATIONAL INSURANCE
COMPANY

Daman



LEADERSHIP RECOGNITION

HEALTHCARE COMPANY
OF THE YEAR



THE UAE'S MOST
VALUABLE HEALTHCARE
BRAND

Brand Finance

HEALTHCARE LEADERS
LIST 2025

Group CEO Shaista Asif was
ranked No.1



FORBES MIDDLE
EAST'S TOP 100 LISTED
COMPANIES 2025



CLINICAL AND OPERATIONAL EXCELLENCE

ARAB HOSPITALS
FEDERATION AWARDS



THE UK'S LEADING
PRIVATE HOSPITAL
GROUP OF THE YEAR

HealthInvestor UK

ICV CHAMPIONS -
SME AWARD



INTERNATIONAL
HOSPITAL FEDERATION
(IHF) AWARDS



HAMDAN BIN RASHID AL
MAKTOUM FOUNDATION



AAHRPP ACCREDITATION



AFPP ACCREDITATION



JOINT COMMISSION
FOR HOSPITAL
ACCREDITATION (JCHC)



SUSTAINABILITY AND CSR AWARDS

MOST SUSTAINABLE
PROJECTS IN THE MIDDLE
EAST



MIDDLE EAST'S
SUSTAINABILITY LEADER
2025



TOP 40 ARAB
SUSTAINABLE
COMPANIES



GULF SUSTAINABILITY
AWARDS



ABU DHABI SUSTAINABLE
BUSINESS LEADERSHIP
AWARDS 2025 -
SUSTAINABILITY
MANAGER OF THE YEAR



MOST INNOVATIVE
COMPANY 2025 -
CORPORATE SOCIAL
RESPONSIBILITY



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Sustainable Healthcare

The Healthcare that Leaves a Positive Mark on the Planet

Sustainability is the cornerstone to everything we do and it shapes our ambition at PureHealth. As our portfolio grows across the different geographies, we remain focused on ensuring that our growth is intentional and aligned with the needs of the society and the environment.

Accomplishments



Refreshed the **material topics** and their prioritisation and definitions



Progressed in **effective execution** of our **sustainability strategy** across assets



Updated the **Decarbonisation Strategy** in line with national and global agendas



Advanced collaboration with stakeholders on **CSR priorities**, driving **greater alignment and momentum**

SDGs



Letter from the Chief Sustainability Officer	29
Pursuit for Impact	30
From Ambition to Reality	32

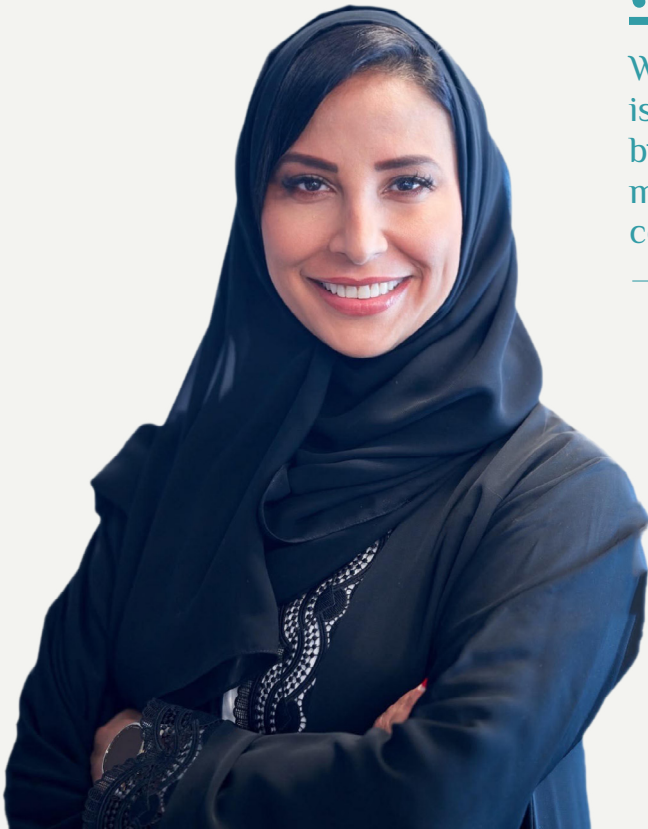


[GRI 2-22]

Letter from the Chief Sustainability Officer

“

We ensure that every step forward is grounded in evidence, guided by accountability, and ultimately measured by the healthier communities we help create.



LEYA ALDAMANI
CHIEF SUSTAINABILITY OFFICER

Healthcare has always measured success by the lives it improves. Today, that responsibility extends beyond the care we provide within our hospitals. It requires us to consider the environments in which patients recover, the communities to which they return, and the systems that will sustain the health and wellbeing of future generations.

At PureHealth, this principle shapes our approach to sustainability. We look beyond individual outcomes to the broader impact of our decisions, how resources are used, how environmental footprint is managed, how communities are supported, and how progress today is designed to avoid creating harm for tomorrow.

Over the past year, we strengthened the integrity of the systems that underpin our sustainability programme. As our organisation has expanded across new markets and operations, consistency in data, governance and performance has become as critical as the outcomes themselves. Our MSCI AAA provisional ESG rating reflects the strength of these foundations, placing PureHealth among the world's leading healthcare organisations for ESG performance. Recognition through multiple regional and international sustainability and innovation awards further affirms the maturity of the approach now embedded across the Group.

The credibility of our environmental performance depends on disciplined measurement and transparent reporting. Our decarbonisation roadmap is guided by the Greenhouse Gas Protocol and aligned with a 1.5°C pathway. Since the launch of our strategy, we have met successive decarbonisation milestones, demonstrating that ambition is matched by execution. During 2025, we completed a rebaseline of our emissions inventory

to reflect expanded organisational boundaries and integrated Circle Health Group into our climate programme. These steps ensure performance is measured against a complete and technically robust representation of the organisation.

Equally, our social impact approach has evolved in both focus and structure. The emphasis is on strengthening social cohesion, improving inclusion, and contributing to the long-term wellbeing of the communities we serve.

This has been reflected in partnerships that connect healthcare delivery with national priorities and community need. Working alongside the Abu Dhabi Early Childhood Authority, we supported the ambitions of the UAE Children's Health Strategy 2035, reinforcing the importance of early intervention in shaping lifelong health outcomes. In collaboration with the Abu Dhabi Department of Health and leading academic and healthcare institutions, we advanced genomics-led research that is helping redefine personalised care for patients with cancer and rare diseases. Through Sakina, alongside the Mohammed bin Rashid Centre for Special Education and Special Olympics UAE, we expanded access to specialised mental health and neurodevelopmental services for children, People of Determination, and individuals living with autism and developmental conditions.

These efforts are reinforced by sustained investment in communities. During 2025, PureHealth delivered AED 41 million in direct and indirect social investment and generated a further AED 48 million in value through employee volunteering. In addition, we contributed AED 50 million to the Life Endowment campaign, launched by Awqaf Abu Dhabi in partnership with the Abu Dhabi Department of Health, supporting sustainable access to healthcare for individuals living with chronic diseases.

The quality of sustainability reporting is defined not only by what is disclosed, but by the confidence stakeholders place in the information. For the second consecutive year, PureHealth completed independent third-party assurance of its greenhouse gas emissions and key ESG indicators. This reinforces the accuracy of our reporting, the transparency of our disclosures, and the governance discipline embedded across the organisation.

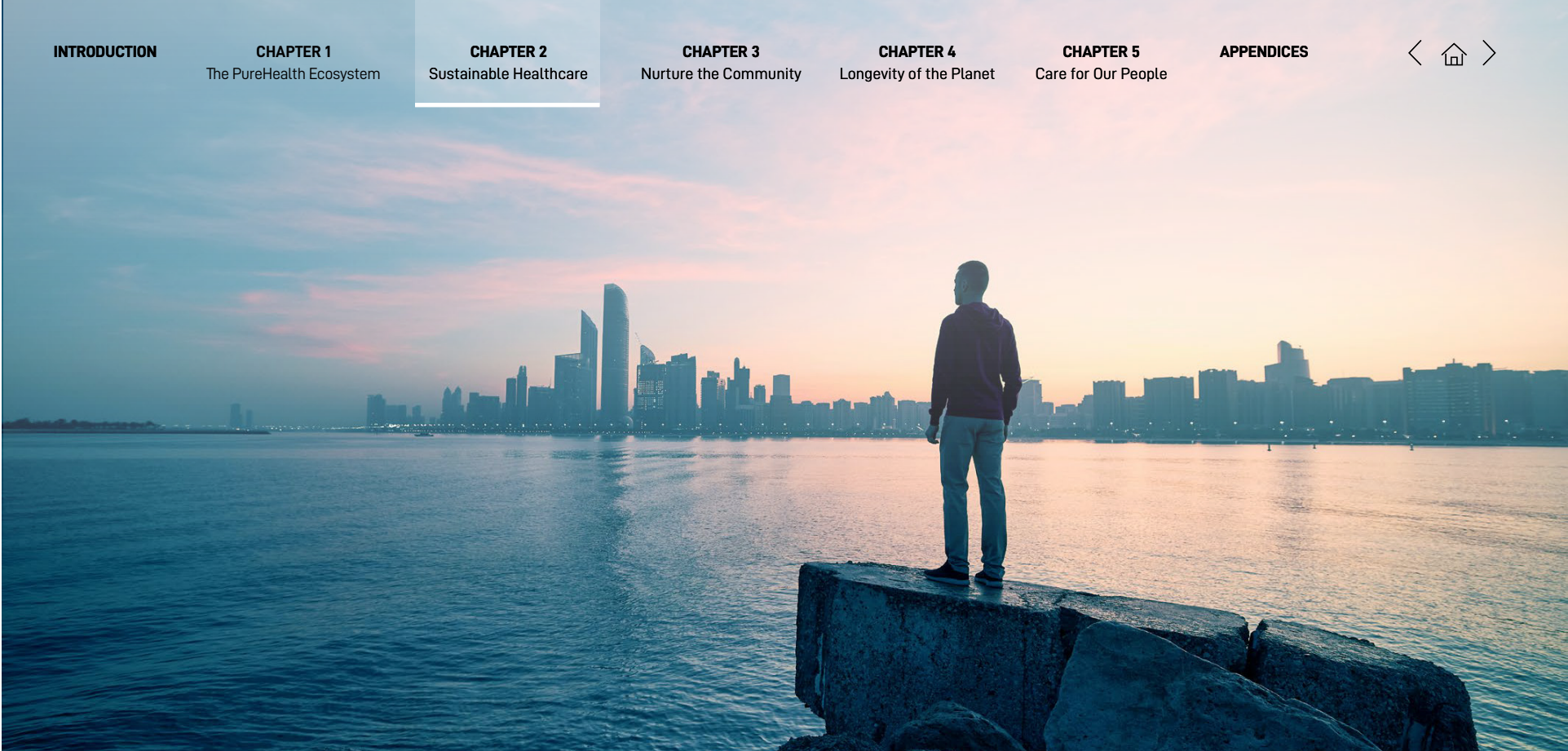
Our responsibility is to ensure that decisions are guided by reliable evidence, grounded in our values, and measured with the same rigour that defines every other aspect of healthcare. As PureHealth continues to grow, that commitment remains central to how we create lasting value for patients, communities, and the generations that follow.

[GRI 3-1, 3-2]

Pursuit for Impact

At PureHealth, the pursuit of meaningful and lasting impact is at the heart of who we are and what we do. Sustainability and Social Impact serve as the twin pillars that anchor our purpose, guiding every decision we make as we advance our mission to champion longevity for both people and the planet.

As we grow and evolve, we remain intentional about the kind of impact we create, ensuring that our progress translates into tangible and positive change for our people, society, and the environment.



OUR JOURNEY IN SUSTAINABILITY

Over the years, our journey has been shaped by a deep commitment to strengthen our impact and capabilities in healthcare while embedding sustainability to drive meaningful change and navigate challenges.



OUR MATERIAL SUSTAINABILITY TOPICS

We leverage materiality assessment as a foundational exercise to shape our sustainability journey and focus effort on topics that matter most to us and our stakeholders.

To ensure our strategic priorities remain aligned with both stakeholder expectations and the areas where PureHealth can have the greatest impact, we conducted a comprehensive refresh of our materiality assessment. This process identified the topics that are most material to PureHealth's ecosystem validating their continued relevance and reinforcing their connection to operational priorities and portfolio growth.

We adopted an impact-focused and forward-looking approach that ensures PureHealth's readiness for the shifts in societal expectations, regulatory environmental and business context. We conducted an extensive review of leading global sustainability reporting frameworks, ESG rating methodologies and relevant local and global peer priorities.

16

topics identified as material



This page is an interactive page. Click on the list of material topics below to read more.

LIST OF MATERIAL TOPICS

TRUST AND CREDIBILITY

Corporate Governance and Responsible Leadership



Economic Value Creation



Digital Transformation and Innovation



Data Protection and Cybersecurity



Sustainable Supply Chain Management



Disaster Preparedness



CARE FOR OUR PLANET

Climate Change Mitigation and Adaptation



Sustainable Infrastructure and Resource Management



Waste Management and Circularity



FOSTERING TALENT AND CULTURE

Human Capital Empowerment



Diversity, Equity and Inclusion



Workforce Health and Safety



Human Rights



EMPOWERING COMMUNITIES

Access and Affordability



Patient Centricity



Social Development and Impact



IMPACT

Impact on business and stakeholders

PRIORITY



RELEVANT



EMERGING



[GRI 2-12, 2-13, 2-14, 2-23, 2-24]

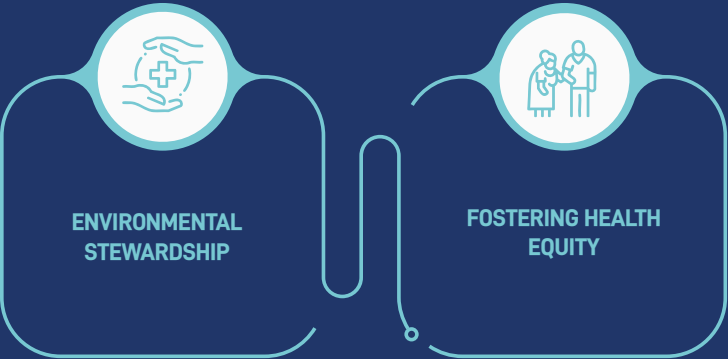
From Ambition to Reality

To shift from intent to execution, we translated our ambition into defined frameworks, policies, initiatives, targets and management practices.



OUR SUSTAINABILITY AND SOCIAL IMPACT AMBITION

We aim to actively engage the global healthcare community to build awareness, inspire collective support, and drive meaningful action towards a healthier and a more sustainable world. Guided by our 'North Star – Longevity' vision, we integrate sustainability into our approach by prioritising initiatives that enhance quality of life for communities while safeguarding the environment.



We retained our MSCI Provisional AAA ESG rating during the reporting period, reaffirming the maturity of our sustainability management practices. This rating reflects our continued ability to effectively manage material environmental, social, and governance risks and opportunities while embedding responsible business practices across our operations and decisions.

MSCI
PROVISIONAL
ESG RATINGS

(p) CCC (p) B (p) BB (p) BBB (p) A (p) AA (p) AAA

As of Jun 2026

LEARN MORE ABOUT
OUR SUSTAINABILITY
JOURNEY



SUSTAINABILITY AND SOCIAL IMPACT FRAMEWORK

Our Sustainability and Social Impact (SSI) Framework is anchored in PureHealth's purpose and is designed to integrate ESG considerations into operations and decision-making across PureHealth. The framework is aligned with the UAE's strategic vision "We the UAE 2031" and, in parallel, we actively collaborate with local governmental bodies to ensure compliance and alignment with any changes in the regulatory landscape and to drive sustainable development.



This page is an interactive page. Click on an icon for more information.

OUR APPROACH IS STRUCTURED AROUND FOUR KEY PILLARS:

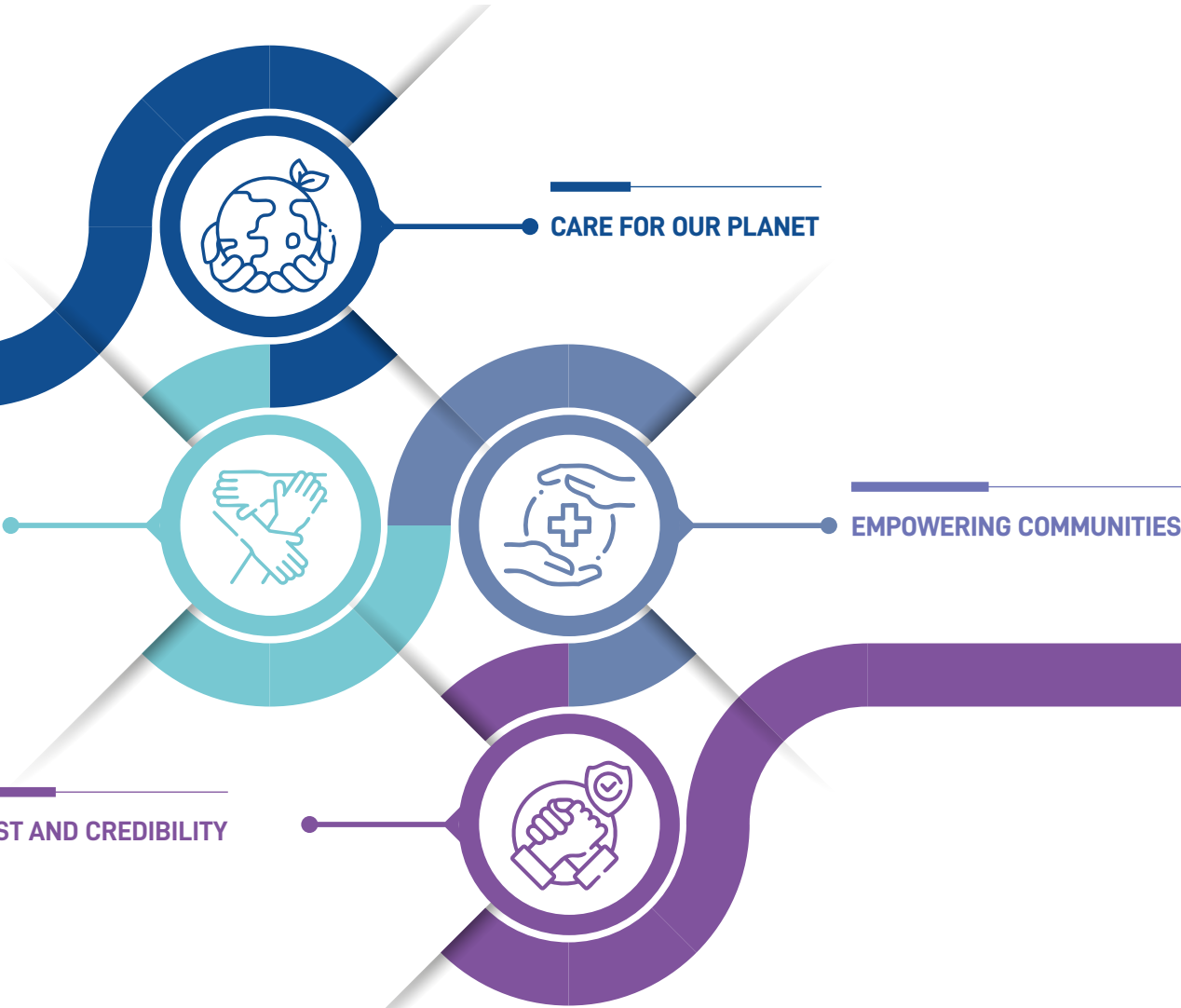
Collectively, these pillars establish a thorough foundation for managing sustainability-related risks and opportunities, enhancing operational resilience, and enabling long-term value creation across our growing portfolio of healthcare assets.

FOSTERING TALENT & CULTURE

TRUST AND CREDIBILITY

CARE FOR OUR PLANET

EMPOWERING COMMUNITIES



SUSTAINABILITY AND SOCIAL IMPACT GOVERNANCE

Our sustainability governance model is designed to ensure accountability, oversight and effective implementation at all levels and across our portfolio.



Under the leadership of our Group CEO, our sustainability and social impact strategy is anchored in our broader mission, guiding regulatory compliance and the delivery of impactful initiatives. The Sustainability and Social Impact Department plays a central role in advancing our commitment to enabling longer, healthier, and happier lives across the communities we serve.

The department ensures that high-level ambitions are effectively translated into measurable, on-the-ground outcomes, designed to support both strategic alignment and decentralised execution. Each contributing distinct strengths while working in close coordination to deliver a cohesive and integrated sustainability agenda.

The performance indicators are reported periodically to Executive Management, with external disclosures made, to shareholders, regulators, and broader stakeholders to enable the assessment against defined priorities, support ongoing improvement efforts, and track progress towards wider socio-environmental objectives. In line with PureHealth's commitment to advancing the ESG agenda, elements of executive performance incentives are linked to the achievement of defined sustainability objectives, reinforcing accountability at the highest levels of leadership.

CASE STUDY: CIRCLE HEALTH GROUP: DRIVING SUSTAINABILITY THROUGH GOVERNANCE, ENGAGEMENT, AND ACTION

We strengthened sustainability foundations at Circle Health Group, focusing on governance, employee engagement, and operational integration. This included the establishment of a national Sustainability Steering Committee with cross-functional representation, alongside embedding sustainability accountability at both executive and green site levels to drive local action, awareness, and best practice sharing. Sustainability considerations were integrated into core operations, including estates, clinical practice, travel, and supply chain, supported by the development of a Net Zero Strategy. The procurement processes were also strengthened through the integration of sustainability criteria into decision-making and tendering. Our employee engagement was a key enabler, with 100% of sites appointing Sustainability Champions and the establishment of a monthly Green Forum to facilitate knowledge sharing and collaboration. In addition, a dedicated learning platform was launched to provide all employees with access to sustainability education, complemented by targeted capability-building initiatives such as training clinical educators in Sustainable Quality Improvement methodologies and enrolling colleagues in Circle Health Group's inaugural Sustainability Apprenticeship programme. Building on this progress, we shared our collective achievements with all staff to reinforce momentum and drive organisation-wide engagement for the year ahead.

Impact Created

- Strengthened governance and accountability through leadership structures and site-level ownership
- Advanced operational sustainability in third party ratings



SUSTAINABILITY AND SOCIAL IMPACT POLICY

Our Sustainability and Social Impact Policy defines our commitment to responsible business practices and provides a structured framework for integrating sustainability, social responsibility, and sound governance into our decision-making and activities.

The policy establishes the core ESG principles that guide our actions, offering clear direction to employees engaged in ESG-related activities and ensuring alignment across our portfolio. Our Sustainability and Social Impact Department serves as the custodian of this Policy.



DISCOVER OUR
SUSTAINABILITY
AND SOCIAL IMPACT
POLICY

SUSTAINABILITY DATA GOVERNANCE

We have established clear processes for the collection, verification, and disclosure of sustainability-related data with defined ownership and accountability at both group and subsidiary levels. Our sustainability data management is administered centrally through the SSI department, this ensures consistency in how metrics are defined, measured, and reported which, ultimately, minimises the risk of error or misrepresentation. As reporting requirements and frameworks continue to evolve, we remain committed to continuously improving our data infrastructure, internal controls and assurance processes to meet the expectations of our stakeholders.

SUSTAINABILITY TARGETS AND KPIS

We align our sustainability and social impact commitments with internationally and locally recognised sustainability standards, frameworks and priorities.



SUSTAINABILITY AWARENESS AND TRAININGS

Multiple trainings were conducted to strengthen organisational capability, integrate sustainable practices into everyday operations, and empower employees to actively contribute to our sustainability goals.

A focused workshop for PureHealth CSR team, offering applied learning on social impact assessment and reporting

Objective:

Build the team's capability to assess, measure and report social impact effectively

Impact Created:

- Strengthened capability in social impact assessment and measurement
- Enhanced skills in translating insights into clear and effective reporting
- Improve the team's ability to demonstrate meaningful social impact

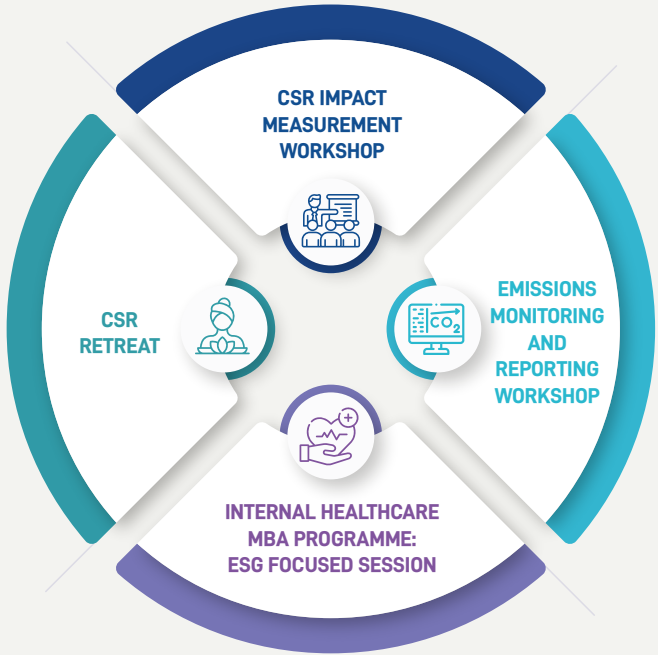
A full-day retreat bringing together CSR leaders from across PureHealth entities to align on vision, strategy, and collective priorities

Objective:

Align CSR leaders on a shared vision and strengthen collaboration across entities to advance the group's social impact agenda

Impact Created:

- Enhanced cross entity collaboration and alignment on CSR priorities
- Strengthened shared understanding of CSR vision, strategy, and impact measurement
- Increased collective momentum for advancing group wide social impact initiatives



A technical workshop for ESG champions across PureHealth entities, reinforcing their role in ensuring high-quality and consistent emissions data

Objective:

Strengthen ESG champions' capability to support accurate, consistent, and timely carbon footprint reporting

Impact Created:

- Improved understanding of the annual emissions data collection and validation process
- Enhanced consistency and quality of ESG data submitted across entities
- Reinforced the role of ESG champions in enabling accurate and transparent disclosures

A session delivered to employees across all leadership levels, offering a comprehensive overview of ESG, UAE ambitions and healthcare relevant trends

Objective:

Strengthen ESG understanding and leadership capability across the organisation to support succession readiness and Emirati talent progression

Impact Created:

- Enhanced awareness of ESG ambitions, global standards, healthcare trends, and climate related health risks
- Strengthened leadership capability across levels through applied ESG learning and interactive case studies exercises
- Supported succession readiness by advancing a more business- and risk-leading approach to leadership continuity and organisational resilience

SUSTAINABILITY NEWSLETTERS

Circle Health Group embedded sustainability content into the weekly digital staff newsletter, driving engagement and directing employees to intranet resources on key topics, including World Environment Day.



FINANCIAL RESILIENCE THROUGH SUSTAINABILITY

Sustainability and financial resilience are fundamentally interconnected, shaping our approach to long-term value creation. We are building an organisation that is financially resilient and future ready by embedding sustainability principles into our decision making. Our sustainability integration is reflected across our capital allocation decisions, operational efficiency programmes, and risk management frameworks. This is reflected in practice across four interconnected areas:

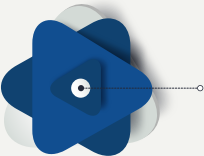
- **Strategic Investment:** Innovation in digital health infrastructure, energy efficiency, and workforce development directly reduce operational costs, improve service quality, and strengthen our competitive position across markets.
- **Productivity-Driven Value Creation:** Sustainable value creation depends on productivity gains, with revenue per FTE now being progressed as a core performance indicator reinforcing the link between workforce capability and financial outcomes
- **International Diversification:** Our acquisitions further reinforce financial resilience, with approximately 50% of our assets now located outside the UAE, generating diversified revenues across geographies and currencies that reduce concentration risk and enhance long-term growth visibility.
- **Global Community Impact:** Beyond our borders, our expanding presence across the UK, USA, and Europe is generating meaningful economic impact in the communities where we operate through job creation, healthcare investment, and the strengthening of local health systems.

Taking into consideration sustainability and long-term resilience allows us to create sustained value for our shareholders, employees, and the communities we serve. This belief is reflected in our financial performance, our credit profile, and the confidence of our investors and partners.



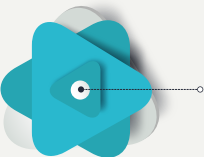
SHAPING TOMORROW'S SUSTAINABILITY VISION

Our sustainability journey will commence a new chapter in 2026, defined by purposeful goals and our ambition to create long-term value for people, communities, and the planet.



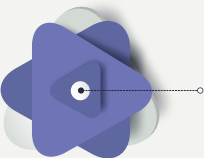
EMBEDDING SUSTAINABILITY IN OPERATIONS

Sustainability measures will be further integrated into core operations, including planning, procurement, and asset management, to ensure streamlined alignment with strategic priorities, effective risk management, and long-term value creation.



ENHANCING GOVERNANCE, CONTROLS AND DATA INTEGRITY

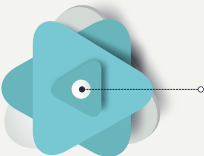
Governance frameworks, internal controls, and performance monitoring systems will be strengthened to enable consistent implementation across entities and enhance the accuracy, reliability, and comparability of ESG data.



DELIVERING MEASURABLE COMMUNITY IMPACT

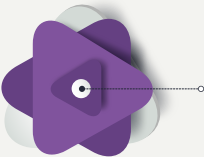
As we look ahead, our approach to CSR is evolving from a focus on activity to delivering sustained and measurable outcomes that contribute to healthier, more inclusive, and resilient communities.

- **From Programme Delivery to Systems-Level Impact**
We are strengthening our focus on systems-level change through targeted, data-informed and community-led interventions that address the broader determinants of health and enable sustainable outcomes.
- **Partnerships as Enablers of Impact**
We will continue to leverage strategic partnerships across government, private sector, and implementation partners to drive collective impact and extend the reach and effectiveness of our initiatives.
- **Strengthening Impact Measurement and Accountability**
We are enhancing our measurement and reporting through a structured CSR impact framework, enabling us to track meaningful outcomes and demonstrate long-term socio-economic value.



ADVANCING CLIMATE TRANSITION EXECUTION

Emissions reduction initiatives across operations and the value chain will be advanced to progress in our climate transition roadmap, improving data quality across Scope 1, 2, and 3 emissions, and scaling energy efficiency and renewable energy integration, where operationally and commercially viable.



STRENGTHENING WORKFORCE AND CULTURE

We will prioritise workforce wellbeing, capability development and national talent advancement, with continued emphasis on diversity, inclusion and ethical labour practices across PureHealth.

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Nurture the Community

Community Shapes our Care

Every act of care creates a ripple effect across the communities we serve. In 2025, the UAE's declaration of the Year of Community under the theme 'Hand in Hand' reinforced the importance of collective responsibility, inspiring us to continue ensuring that our social activities and investments are responsive at both local and global levels to contribute meaningfully and positively to community wellbeing.

Accomplishments



Ensured alignment of **CSR initiatives** with the UAE's **Year of Community** and the **National Wellbeing Strategy 2031**



Partnered with **18+ organisations**, including government entities, foundations, NGOs, academia, and private sector, to deliver the CSR programmes



Implemented **2,163 CSR initiatives**



Contributed **AED 50 million to the Life Endowment Campaign** launched by Awqaf Abu Dhabi

SDGs



Community Impact Vision	38
Stories of Rippling Impacts	40



[GRI 3-3]

Community Impact Vision

We strive to drive purposeful and lasting social impact through deliberate steps anchored in strategic priorities, governance, programmes, and engagement.

OUR CSR JOURNEY

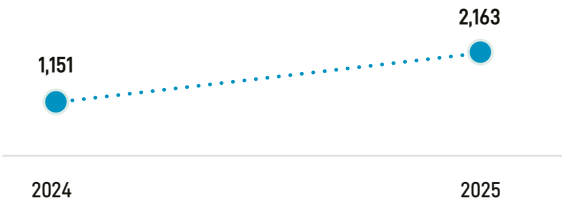
At the core of our CSR approach is the belief that healthcare responsibility extends beyond service delivery to fostering thriving, resilient, and inclusive communities. Our philosophy focuses on driving inclusive growth for underserved communities, creating shared value through improved health outcomes and system resilience, and embedding responsibility across the organisation so that every employee contributes to community

wellbeing, guided by transparency, accountability, and our organisational values. This philosophy underpins our CSR journey, which has evolved from compliance-driven initiatives to purpose-led programmes that deliver sustainable, long-term social impact aligned with both community needs and our business priorities.

OUR CSR PRIORITIES



CSR Initiatives



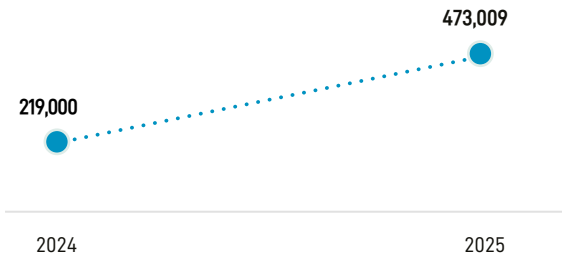
88%

increase in CSR initiatives

88%

increase in total volunteers

Total Beneficiaries



116%

increase in total number of beneficiaries

100,394

total volunteering hours



CSR COMMITMENTS

Our CSR commitments are guided by a clear set of aspirations that drive how we plan, implement and measure our social impact:

- Leading efforts to address health and wellbeing challenges and creating meaningful impact in the communities where we operate
- Maintaining full compliance with applicable CSR laws, regulations, and obligations, including anti-terrorism and anti-money laundering requirements
- Fostering partnerships with governments, international agencies, foundations, and non-governmental organisations (NGOs) to strengthen the reach and effectiveness of our initiatives
- Conducting thorough due diligence before onboarding any implementing partners
- Developing clear guidelines for each commitment to ensure optimal outcomes and robust monitoring throughout the project lifecycle

These are closely aligned with the UN SDGs particularly SDGs 3, 4, 5, 10, and 17 and aims to create meaningful value for both the business and the wider society.



COMMUNITY ENABLERS

We drive social impact through consistent, measurable action. We address community needs, foster collaboration, and empower meaningful contributions by connecting employees, healthcare professionals and local organisations.



Workforce Contribution

We enable workforce participation through a structured volunteering, charitable giving and skills-based engagement framework that is safe, well-governed and aligned with national priorities. Our workforce efforts are directed toward initiatives designed for measurable impact from health education and community screenings to early childhood support, senior wellbeing, and specialised clinical outreach. This approach reinforces our commitment to fostering participation and embedding social responsibility into everyday decision-making across PureHealth.

In collaboration with the Emirates Foundation, we encourage volunteerism through our PureHeroes platform which connects healthcare professionals with community. Applicable volunteering opportunities are made available on the platform, and employees are actively encouraged to get involved.

Also, across geographies, our impact is compounded through locally tailored initiatives that reflect community needs. Circle Health Group supports employee-led community impact by offering one paid volunteering day per year to all employees. Through the annual "Circle Health Group in the Community Fund," employees can apply for grants of up to £500 to support local organisations focused on sport, arts, education, and community engagement. The applications are reviewed bi-monthly, ensuring timely support for community needs. In 2025, a total of £5,450 was awarded to 11 community groups across the UK, enabling employees to contribute directly to local impact and strengthen community connections.



PARTNERSHIPS

Our approach centres on long-term partnerships that strengthen social systems, advance preventive health, and build community resilience across generations. We bring together the strength of government entities, international agencies, foundations, NGOs, academia, and private sector partners. This model is underpinned by strong governance, with each partnership guided by a structured engagement model, clear roles,

defined risk controls, and substantial monitoring throughout the initiative lifecycle.

Through these multi-stakeholder alliances, we design, launch, and scale initiative programmes that address key determinants of health nutrition, chronic disease, mental wellbeing, early childhood development, senior support, inclusivity, and national resilience.



Accessibility

As the UAE's most extensive healthcare ecosystem, we are uniquely positioned to extend high-quality care and wellbeing support to underserved and vulnerable groups, addressing barriers such as cost, geography, stigma, information gaps, and cultural inaccessibility. Our CSR initiatives across geographies are designed to complement national health priorities linking community initiatives to sustained healthcare engagement rather than one-off interventions.

Circle Health Group supported the **National Health Service (NHS)** to deliver **free healthcare** at the point of access

Governance

Across Workforce Contribution, Partnership and Accessibility, our involvement is guided by a governance framework that ensures full compliance with CSR laws and regulations. Continuous improvement is central to our approach. We regularly measure programme performance against defined indicators, incorporate feedback from beneficiaries and partners, and refine interventions to strengthen impact over time. As the UAE advances its social vision, our responsibility is to ensure that scale translates into equity, innovation translates into broader societal progress.

[GRI 3-3]

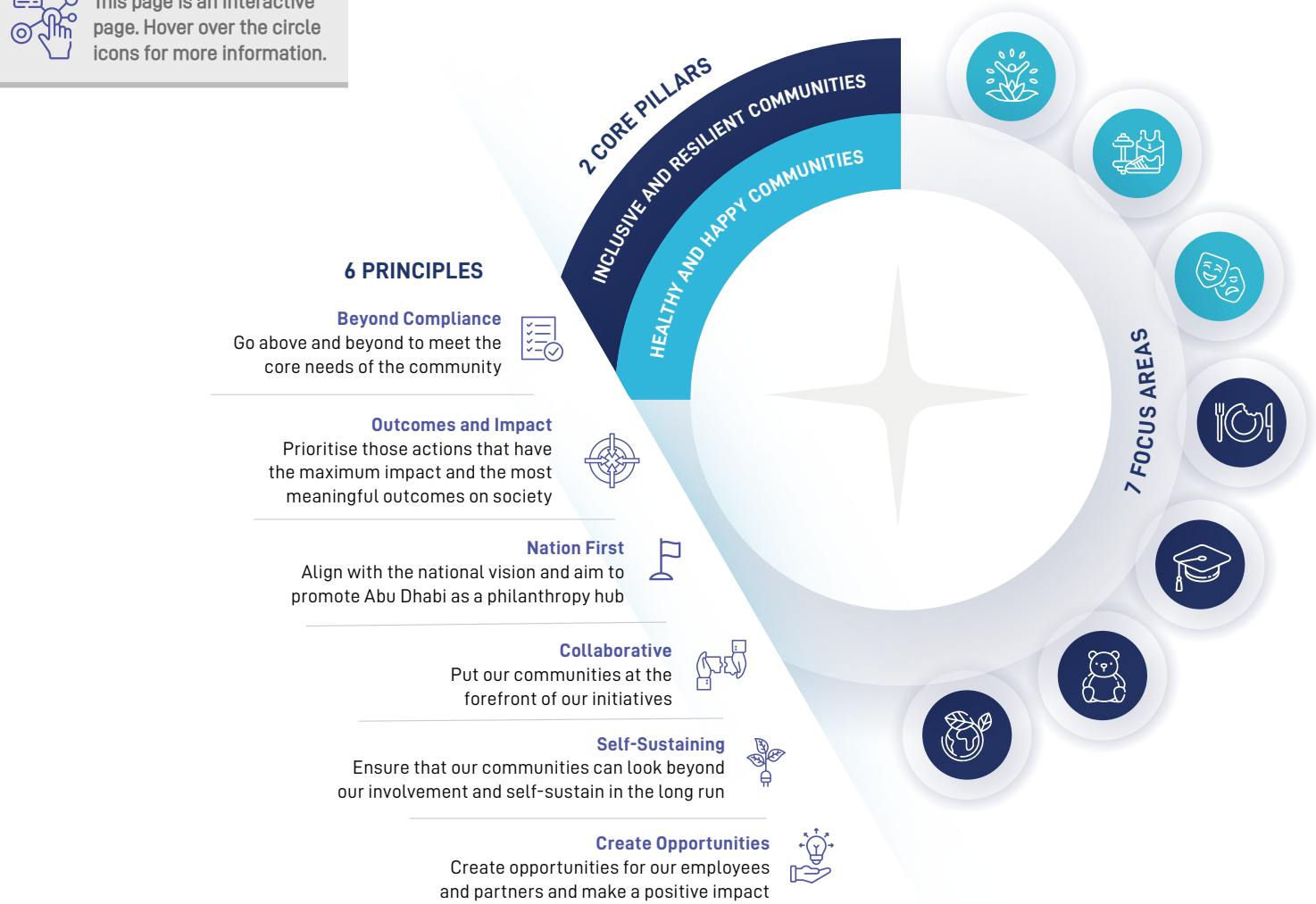
Stories of Rippling Impacts

Our CSR Framework drives meaningful social impact by prioritising actions that benefit communities and society the most, guided by six core principles and aligned with the Abu Dhabi Economic Vision 2030, We the UAE 2031 vision and the UAE Centennial 2071.

We advance social impact through two fundamental pillars: Healthy and Happy Communities and Inclusive and Resilient Communities that form the foundation of our community development efforts and ensure that our business activities create lasting, positive ripple effects for the communities we serve.



 This page is an interactive page. Hover over the circle icons for more information.



 ABU DHABI VISION 2030	 UAE VISION 2031 – WORLD-CLASS HEALTHCARE SYSTEM NATIONAL STRATEGY FOR WELLBEING 2031	 UAE CENTENNIAL 2071	 UAE NATIONAL SPORTS STRATEGY ABU DHABI VISION FOR ACTIVE LIVING	 UAE EDUCATION STRATEGY 2030	 UAE NATIONAL CULTURE AGENDA WE THE UAE 2031	 UAE NATIONAL FOOD SECURITY STRATEGY 2051	 UAE NET ZERO 2050 STRATEGY NATIONAL CLIMATE CHANGE PLAN	 UAE CHILD PROTECTION FRAMEWORK NATIONAL STRATEGY FOR MOTHERHOOD AND CHILDHOOD
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INTRODUCTION

CHAPTER 1
The PureHealth Ecosystem

CHAPTER 2
Sustainable Healthcare

CHAPTER 3
Nurture the Community

CHAPTER 4
Longevity of the Planet

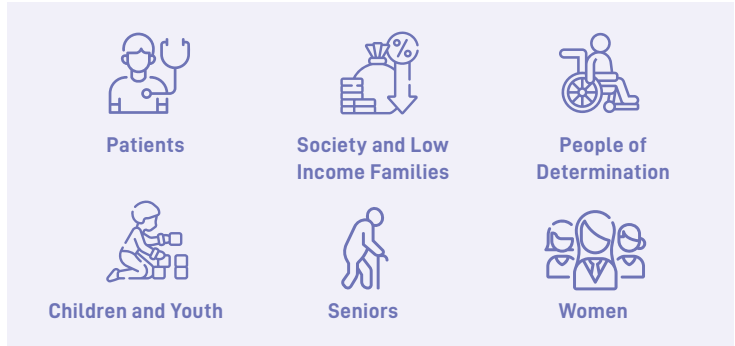
CHAPTER 5
Care for Our People

APPENDICES



Our dedication to community extends beyond strategy, it comes to life through actions that make a real difference. We aim to create meaningful, long-term outcomes from focused health and education programmes to volunteering initiatives and inclusive projects for people of determination.

We prioritise beneficiaries whose wellbeing and opportunities can be improved through targeted CSR initiatives.



We contribute to healthier families, stronger social foundations and a more inclusive and resilient UAE today and for generations to come by integrating health expertise with national priorities and community needs. Our initiatives promote holistic growth and long-term wellbeing by emphasising inclusivity, social cohesion, accessible healthcare, and enhanced lifestyle choices. Our approach ensures that our CSR programmes are structured interventions capable of delivering sustained societal value.

- Strategy-led design with each initiative aligned to our longevity mission and supported by a clear theory of change
- Accountable governance and compliance ensuring transparency, responsibility, and risk management across all activities
- Partnership-led execution, bringing together government, NGOs, and private sector actors to achieve shared outcomes at scale
- Workforce mobilisation, activating the expertise and commitment of our people as a force for community impact
- Data-driven measurement, using our digital and analytics capabilities to track outcomes and continuously improve performance

In 2025, we invested AED 41 million in direct and indirect community programmes. This was amplified by nearly 9,000 volunteers, whose contributions generated over AED 48 million in equivalent value across both clinical and non-clinical interventions reflecting the power of collective action in driving meaningful impact. A defining milestone this year was our AED 50 million contribution to the Life Endowment campaign, led by Awqaf Abu Dhabi in partnership with the Department of Health. This initiative provides sustained support to individuals managing chronic illnesses and people of determination, reinforcing our commitment to inclusive,

long-term care. Through these efforts, we are strengthening families, reinforcing social foundations, and contributing to a more inclusive and resilient nation. By integrating clinical expertise with national priorities and community needs, we are helping shape a healthier future for generations to come.



Our CSR approach is structured across three tiers of impact reflecting the depth and nature of its contribution to each initiative.

-  **Core Impact:** Driving meaningful community outcomes through initiatives led and delivered by PureHealth
-  **Strategic Enablement:** Strengthening national impact through partnerships that leverage PureHealth's expertise and collaborative leadership
-  **Awareness Engagement:** Fostering inclusive connections and awareness by actively supporting community-led platforms and initiatives

IMPACT STORIES



This page is an interactive page. Click for more information on the impact stories for each beneficiary group.

PATIENTS

ADVANCING HEALTHCARE FOR CHRONIC CONDITIONS: WAQF OF LIFE

STRATEGIC ENABLEMENT
- CO-CREATE AND STRENGTHEN SYSTEMS



SOCIETY AND LOW-INCOME FAMILIES

SEHA LAUNCHED WELLNESS BOOK: BARAKAT AL SEHA ("BLESSINGS OF HEALTH")

CORE IMPACT- LEAD AND DELIVER



PEOPLE OF DETERMINATION

CREATING INCLUSIVE SPACES FOR EARLY CHILDHOOD: MAJLISNA

AWARENESS ENGAGEMENT - SUPPORT AND PARTICIPATE



CHILDREN AND YOUTH

HERITAGE PRESERVATION AND YOUTH EMPOWERMENT INITIATIVE: MISRAH MISSION

AWARENESS ENGAGEMENT - SUPPORT AND PARTICIPATE



SENIORS

SUPPORTING SENIORS AND CAREGIVERS: BARAKATNA TEMPORARY ALTERNATIVE CARE

CORE IMPACT - LEAD AND DELIVER



WOMEN

AWARDS AND RECOGNITION
ADVANCING WOMEN'S LEADERSHIP: REMARKABLE EMIRATI WOMEN SUMMIT AND EMIRATI WOMEN CHAPTER

STRATEGIC ENABLEMENT
- CO-CREATE AND STRENGTHEN SYSTEMS



STRENGTHENING CARE PATHWAYS FOR CHRONIC CONDITIONS: NATIONAL COALITION FOR MULTIPLE SCLEROSIS

STRATEGIC ENABLEMENT
- CO-CREATE AND STRENGTHEN SYSTEMS



LOCAL CHARITY MATCHING SCHEME AND PAYROLL GIVING

AWARENESS ENGAGEMENT - SUPPORT AND PARTICIPATE



INVESTING IN THE EARLIEST YEARS: ABU DHABI EARLY CHILDHOOD WEEK 2025

AWARENESS ENGAGEMENT - SUPPORT AND PARTICIPATE



OUR MOTHERS WALKATHON - PROMOTING HEALTH AND WELLBEING AMONG SENIOR CITIZENS

STRATEGIC ENABLEMENT
- CO-CREATE AND STRENGTHEN SYSTEMS



MEDICAL EQUIPMENT DONATION

STRATEGIC ENABLEMENT
- CO-CREATE AND STRENGTHEN SYSTEMS



NATIONAL CHARITY PARTNERSHIP IN UK

AWARENESS ENGAGEMENT - SUPPORT AND PARTICIPATE



EXPANDING ACCESS TO LIFE-SAVING KIDNEY CARE: SEHA ABU DHABI DIALYSIS CENTRE

CORE IMPACT - LEAD AND DELIVER



01 02 03 04 05 | | | | | | | | |

Longevity of the Planet

Enabling Healthy and Resilient Futures

At PureHealth, we have recognised that the health of people and the health of the planet are not separate pursuits, they are inseparable. As we expand our footprint, we are progressively supporting the transition to a low-carbon, resource-efficient and climate-resilient future across our portfolio. We recognise our role in the industry to create lasting impact and the need for collective efforts to advance the sustainable development agenda.

Accomplishments



Signed a contract for **solar deal** with **Yellow Door Energy** to supply clean electricity to our network of hospitals and clinics across the UAE



Rebaselined our **emissions inventory** and refreshed our **Net Zero Strategy**



Reduced **total GHG intensity** by **6% compared to 2024**



Projected to reduce **36,000+ tonnes of CO₂e** and achieve annual energy savings of **13+ million kWh** through the deployment of **EPX's AI-driven EDGE platform** over the course of the project

Pledge to the Planet	44
Advancing Climate Action	46
Sustainable Resource Management	49

SDGs

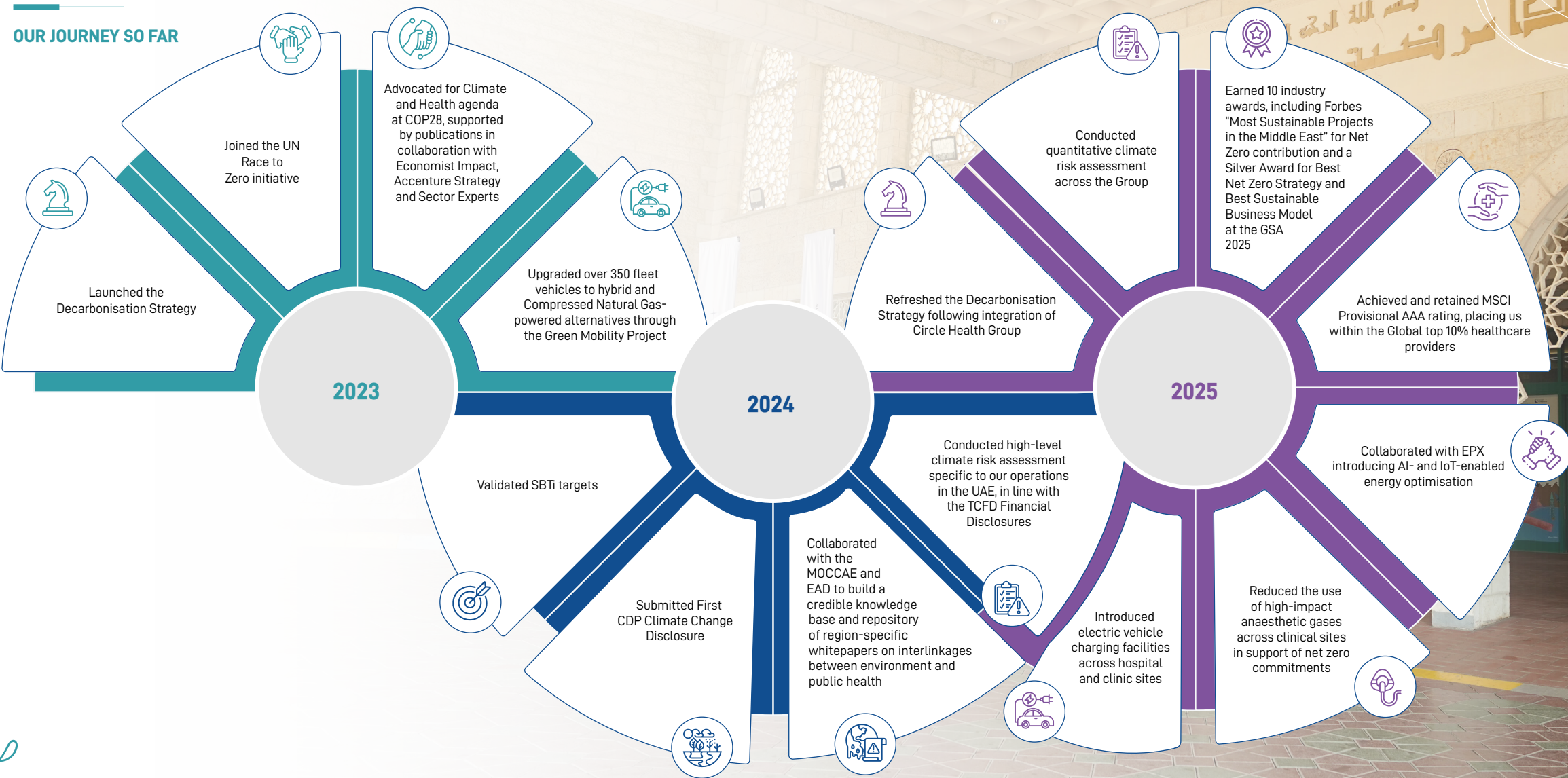


Pledge to the Planet

At PureHealth, safeguarding environmental sustainability is integral to our responsibility as a healthcare provider.

Our approach is anchored in building a strong foundation for environmental preservation, climate action, and responsible resource management across our operations.

OUR JOURNEY SO FAR



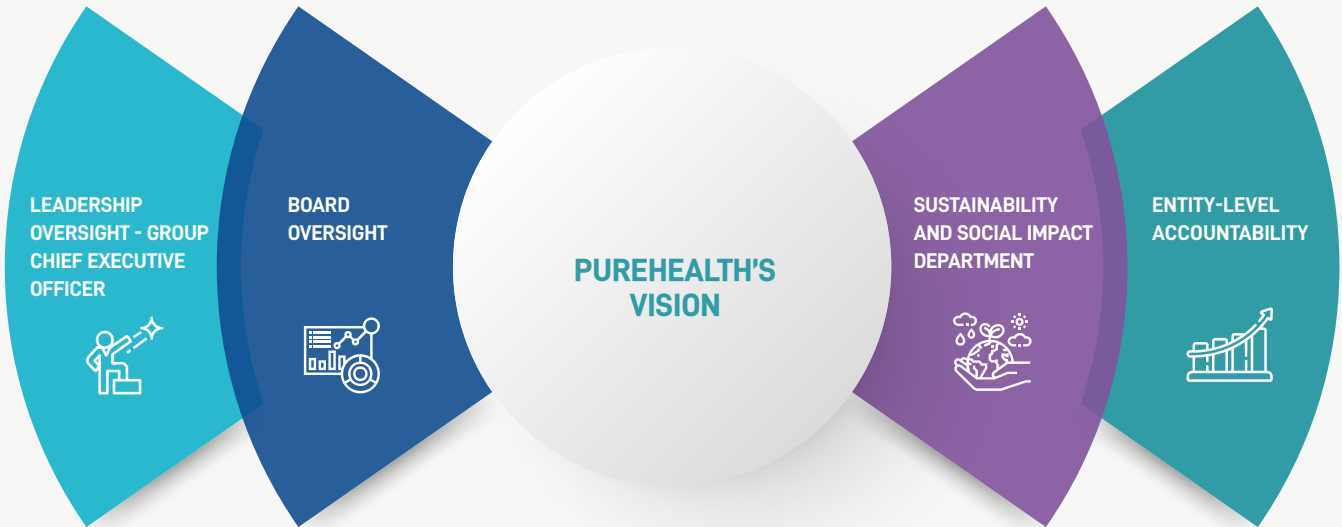
ENVIRONMENTAL APPROACH

Our environmental approach is guided by our Sustainability and Social Impact Policy, which sets out our commitments to responsible environmental stewardship and provides the foundation for embedding sustainability and innovation across our operations. This includes strengthening climate resilience through improved energy efficiency, reducing greenhouse gas emissions, supporting the transition to renewable energy, minimising waste through effective resource and recycling practices, promoting sustainable supply chain partnerships, and building environmental awareness across our workforce

Recognising the diversity of our operations, environmental management is implemented at the asset level where appropriate. Facilities with more significant environmental impacts or specific regulatory obligations, such as our hospitals maintain dedicated environmental policies and management systems tailored to their operations. Across other entities, environmental considerations are integrated into operational processes and management practices in line with the Group's Sustainability and Social Impact Policy.

ENVIRONMENTAL GOVERNANCE

Our Sustainability and Social Impact (SSI) Department reflects a best-in-class approach to embed environmental responsibility into strategic decision-making ensuring environmental aspects are core driver of how we operate and grow, collaboratively across PureHealth.



ENVIRONMENTAL COMMITMENTS



We integrate robust environmental policies 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.



[GRI 3-3, 305-1, 305-2, 305-3, 305-4, 305-5]

Advancing Climate Action

Climate action is integral to our commitment to protect and advance human health. We understand that as a leading healthcare provider we have a responsibility to act.

DECARBONISATION STRATEGY AND NET ZERO BY 2040

To ensure all our portfolio is aligned with Group-wide decarbonisation targets, we undertook a comprehensive carbon footprint rebaselining exercise alongside a refresh exercise of our Net Zero Strategy. This reflects the evolving scale and composition of our portfolio, with recent expansions and acquisitions, ensuring that our targets remain both credible and actionable.

The rebaselining was conducted in accordance with the Greenhouse Gas Protocol Corporate Standard, applying market-based reporting for Scope 2 emissions, and incorporating the Partnership for Carbon Accounting Financials (PCAF) Standard for financed emissions. This provides a more accurate representation of our emissions profile and strengthens our ability to drive measurable progress towards our long-term climate commitments.

REFRESHED TARGETS

PureHealth maintains a commitment to transparent and accurate reporting of greenhouse gas (GHG) emissions. In 2025, the Group undertook a comprehensive review of its GHG inventory to establish a revised emissions baseline that reflects business-as-usual operations and current service levels. The updated baseline supports a more representative foundation for long-term decarbonisation planning.

Corporate GHG emissions have been calculated in accordance with the Greenhouse Gas Protocol Corporate Accounting and Reporting Standard. Activity and spend-based data have been applied as appropriate, using emission factors published by UK DEFRA, DESNZ, and the US EPA. The 2024 GHG inventory has undergone external assurance to provide increased confidence in data quality, completeness, and methodological application.

The new emissions baseline forms the basis of PureHealth's current decarbonisation roadmap. Subsequently, our implementation roadmap is structured using science-based principles and prioritises measures according to operational feasibility and material emissions impact.

As a growing healthcare organisation operating across multiple geographies, we have adopted intensity-based targets as they are the most appropriate measure of our decarbonisation progress. It ensures that our ambition scales with our operational footprint, capturing genuine efficiency improvements across our portfolio of assets. Our approach is recognised and supported by leading global reporting frameworks, including ISSB (IFRS S2) and CSRD, and we remain fully committed to transparency by disclosing absolute gross Scope 1, 2 and 3 emissions alongside our intensity metrics each year, ensuring our progress can be clearly tracked and independently verified.



LEARN MORE
ABOUT OUR NET
ZERO JOURNEY

METRIC

YEAR

CHANGE

2024

2030

2040



TOTAL EMISSIONS
(000s tCO₂e)

855

474

85.5

-90%



EMISSION INTENSITY
(tCO₂e PER MILLION AED)

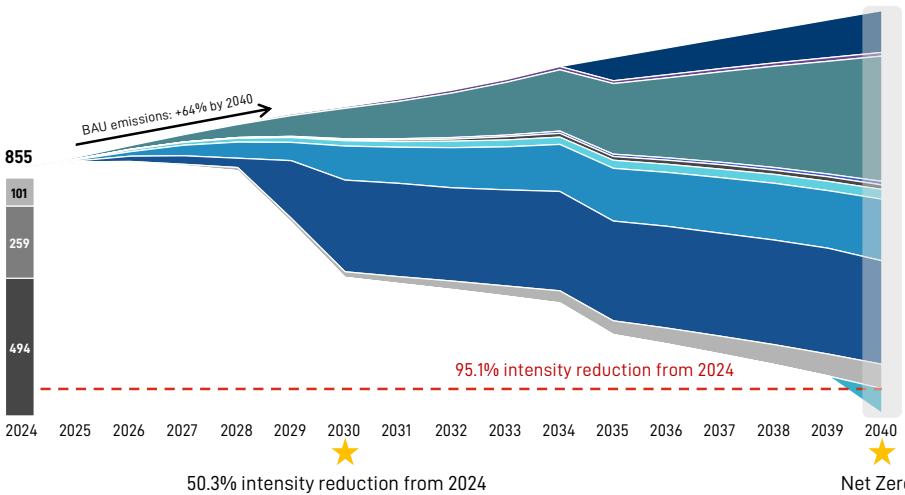
33.1

16.4

1.6

-95%

Our Net Zero strategy to deliver 1.5°C-aligned intensity-based target



Green finance and investments

Virtual and Preventive Models of Care

Sustainable supply chain

Low-Carbon Clinical and Medical Practices

Circular Resource and Facilities Management

Decarbonized Logistics and Travel

Smart and Efficient Buildings

Clean Energy Transition

Sectoral decarbonization from research, product innovation and policy advocacy

86 ktCO₂e of residuals offset with high-quality removals

DECARBONISATION ROADMAP

Our decarbonisation roadmap is anchored in eight strategic pillars that drive transformation across operations, care delivery, and procurement, forming the core of our environmental strategy. Together, these initiatives are designed to embed low-carbon practices across the Group and deliver an estimated cumulative absolute emissions reduction of 1.3M+ tCO₂e by 2040.

The roadmap addresses emissions reduction opportunities across energy systems, buildings, supply chains, care delivery models, logistics and travel, clinical and medical practices, resource and facilities management, and investment decisions. By embedding targeted decarbonisation actions across these focus areas, we aim to reduce emissions at scale while improving operational efficiency, strengthening resilience, optimising resource use, and supporting long-term sustainable value creation across its healthcare ecosystem.

SUSTAINABLE SUPPLY CHAIN

Drive supplier decarbonisation by embedding climate terms, lifecycle assessments, and targeted reduction programmes across the supply chain.



LOW-CARBON CLINICAL AND MEDICAL PRACTICES

Reduce the environmental impact of care delivery by embedding sustainable clinical and medical practices across all sites.



CLEAN ENERGY TRANSITION

Accelerate the shift away from fossil-fuel-dependent energy sources by electrifying operations and securing renewable energy supply across the Group.



VIRTUAL & PREVENTIVE MODELS OF CARE

Lower the carbon footprint of healthcare delivery by shifting care upstream and reducing the volume of high-resource, in-person clinical activity.



CIRCULAR RESOURCE AND FACILITIES MANAGEMENT

Increase waste diversion and resource optimisation across facilities by improving how water, energy, and materials are managed and recovered.



SMART AND EFFICIENT BUILDINGS

Reduce the energy intensity of clinical and corporate facilities through intelligent controls, upgraded infrastructure, and passive design improvements.



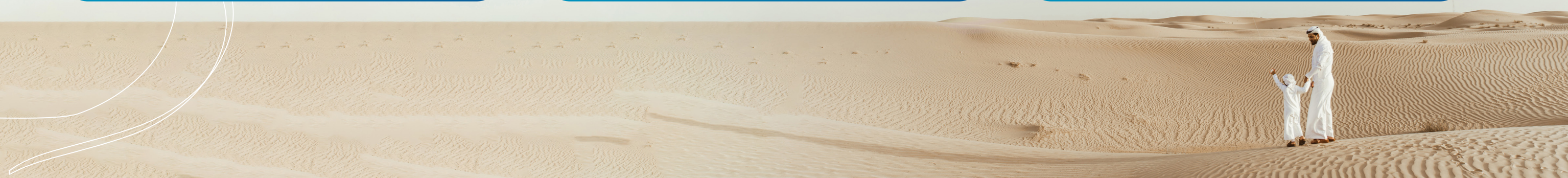
DECARBONISED LOGISTICS AND TRAVEL

Eliminate emissions from fleet operations and business travel by optimising how people and products move across the Group's network.

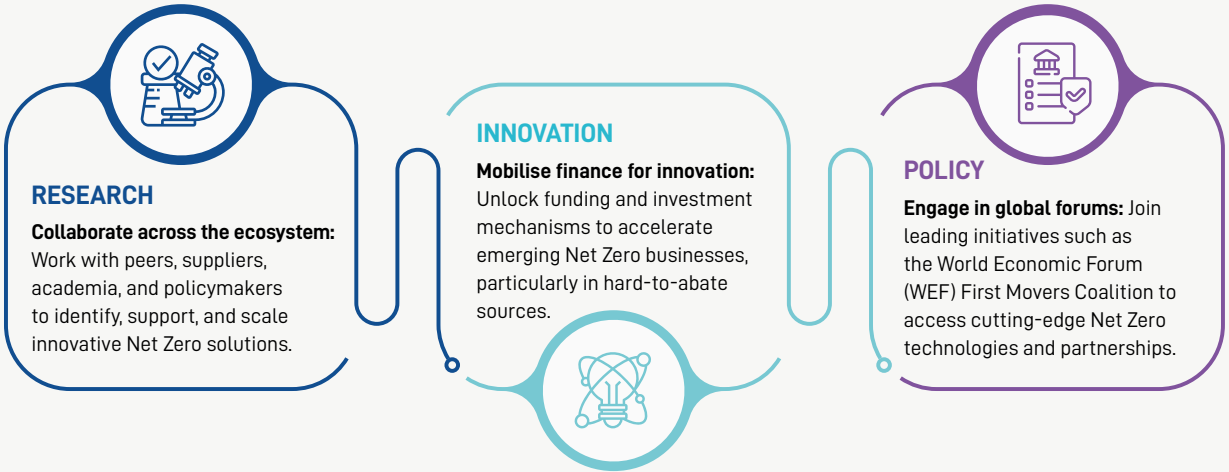


GREEN FINANCE AND INVESTMENT

Align capital with Net Zero through internal carbon pricing, dedicated green Capex, and sustainable financing instruments that fund and de-risk the transition.

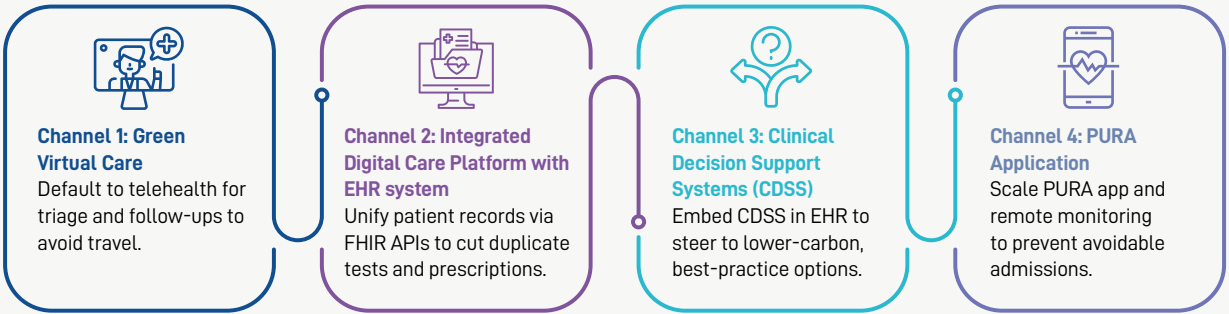


DECARBONISATION ENABLERS



Digital health and data systems will enable emissions reductions across clinical care and infrastructure, with digital levers helping to lower operational costs and emissions while enhancing patient experience.

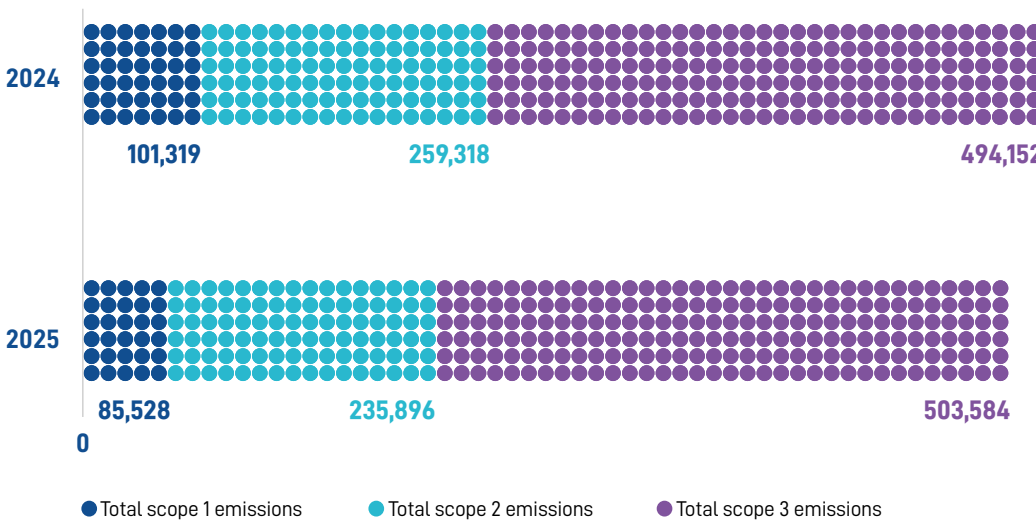
TECH-ENABLED DELIVERY CHANNELS



CARBON FOOTPRINT

We continued to track and disclose our GHG emissions across Scope 1, 2, and 3. Our emissions calculations methodology ensures consistency, comparability, and credibility in our reporting.

Total emissions (MTCO₂e)



11%
reduction in Scope 1 and Scope 2 emissions compared to 2024

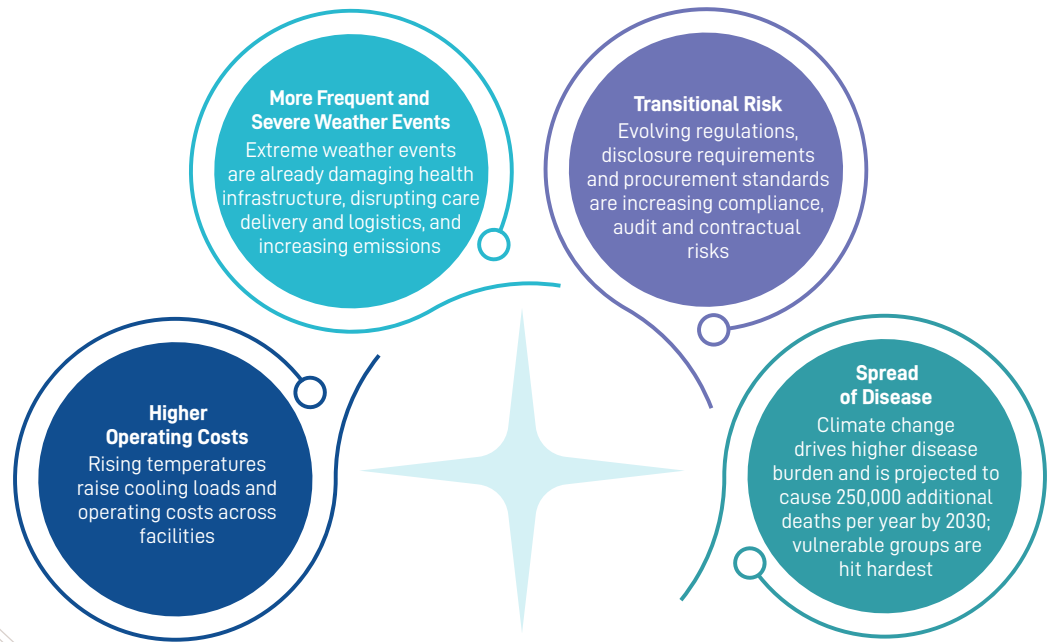
6%
decrease in GHG Intensity ratio compared to 2024



CLIMATE RISK ASSESSMENT

In 2024, a high-level climate risk assessment specific to our UAE operations was conducted in alignment with the TCFD recommendations, focusing on the four pillars of TCFD disclosure: Governance, Strategy, Risk Management, and Metrics and Targets. In 2025, we conducted a quantitative climate risk assessment across all our operations. Following the completion of TCFD's mission and the transfer of climate-related monitoring responsibilities to the ISSB in 2023, we are in the process of transitioning our climate-related disclosures from the TCFD framework to IFRS S1 and IFRS S2 Climate-related Disclosures. We will be building on our 2024 TCFD-aligned work and targeting full IFRS S1/S2 alignment in our upcoming reporting cycle.

SUMMARY OF CLIMATE RISKS



[GRI 3-3, 302-1, 303-1, 303-3, 303-5, 306-1, 306-2, 306-3, 306-4, 306-5]

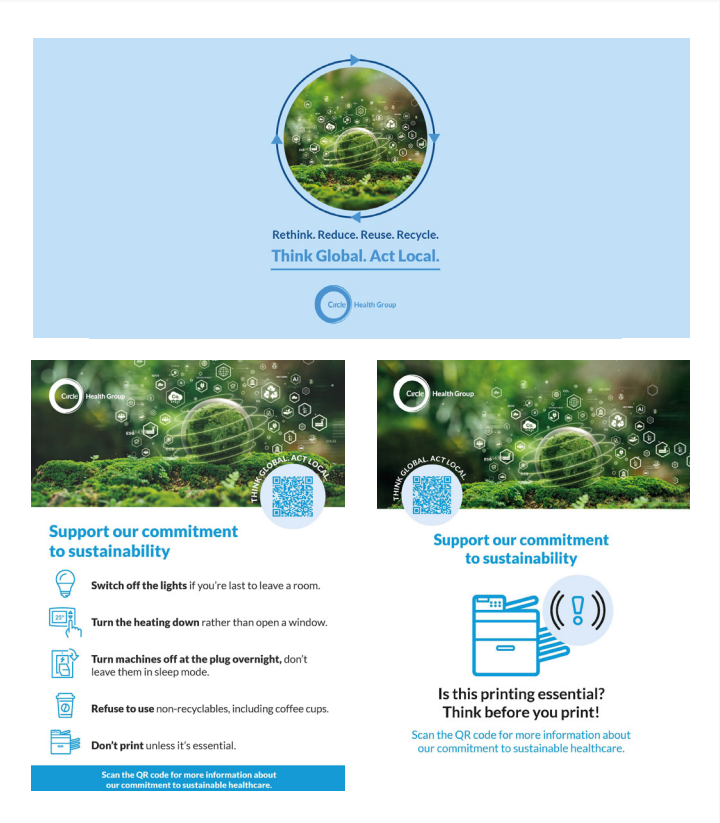
Sustainable Resource Management

We are committed to using natural resources responsibly and efficiently through our operations.

Our approach focuses on optimising resource use, minimising waste and promoting circular practices to reduce environmental impact. Through continuous improvement and responsible management, we aim to enhance resource efficiency while supporting long-term sustainability.



At Circle Health Group, posters, computer wallpapers, newsletters, and Green Forums were used to drive awareness, encourage participation and embed sustainability across the organisation.



ENERGY OPTIMISATION

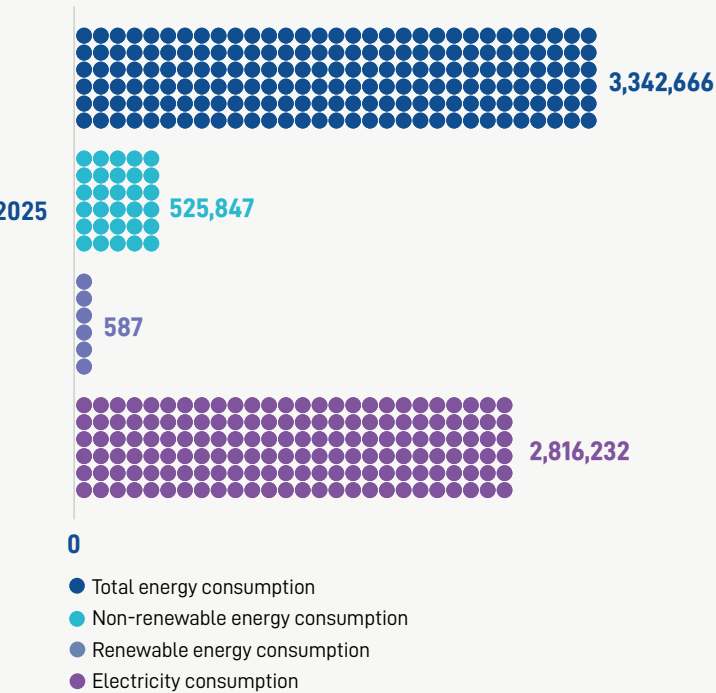
We are focused on improving energy efficiency across our operations to reduce consumption and associated emissions. We are actively reducing our energy footprint through the deployment of energy-efficient equipment, IoT-based monitoring systems that enable real-time energy management, and the development of green infrastructure and sustainable mobility solutions across our facilities.

Our goal is to transition to 100% renewable energy across all healthcare facilities by 2030, aligned with our decarbonisation strategy. In 2025, we achieved a key milestone with the commissioning of our first on site solar installation at Sheikh Tahnoon Bin Mohamed Medical City (STMC), generating over 1,000 MWh of clean energy, enough to power approximately 60 UAE homes, while avoiding 330 MT CO₂e. This marked the start of a phased approach to decarbonising operations and demonstrated the viability of renewable energy in healthcare.

Building on this progress, in 2026 we advanced our ambitions through a partnership with Yellow Door Energy to expand solar deployment across major facilities, including Sheikh Shakhbout Medical City, Tawam Hospital and Sheikh Khalifa Medical City, as well as other hospitals and centres across Abu Dhabi and Al Ain. Procurement for this phase is expected to conclude in 2026 and will add 23,500 MWh of renewable capacity.

Together, these initiatives highlight our commitment to reducing reliance on grid electricity and embedding renewable energy within high impact assets, supporting the UAE's sustainability goals while building a more resilient healthcare system.

Energy Consumption (GJ)



Circle Health Group continued to advance our energy efficiency and sustainability efforts through targeted initiatives across operations.

- LED lighting was expanded to cover 98% of hospitals, clinics, offices, and decontamination units, significantly improving energy efficiency

- Electric vehicle (EV) charging infrastructure was installed across 26 sites, supporting the transition to low-carbon transport
- A national energy-saving campaign was also launched to drive behavioural change and reduce consumption
- Installation of motion-sensitive lighting in key areas.



CASE STUDY: AI-DRIVEN ENERGY EFFICIENCY AND REDUCING EMISSIONS

We launched an energy efficiency and monitoring initiative in collaboration with EPX, introducing AI and IoT-enabled optimisation. It supports our Smart and Efficient Buildings pillar and contributes to our Net Zero by 2040 ambition.

Activities Conducted

- Deployment of EPX's AI-driven EDGE platform across 10 major facilities
- Real-time monitoring and analysis of energy consumption using sensor-driven data across 10 major facilities under SEHA, SEHA CLINICS and TMO
- Machine learning to optimise building systems, including cooling and equipment performance

Impact Created

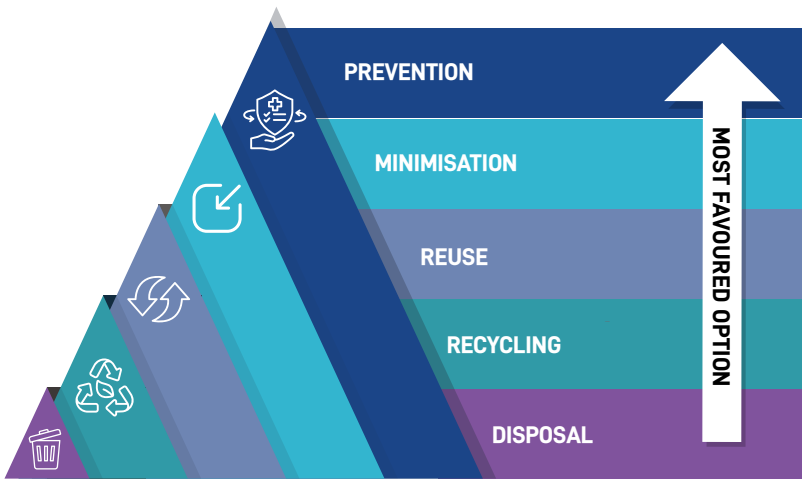
- Projected to reduce over 36,000 tonnes of CO₂e over the course of the project equal to taking around 6,500 cars off the road for a year
- Achieve annual energy savings exceeding 13 million kWh enough to power a 50-bed hospital for more than a year
- Improved operational energy efficiency across facilities



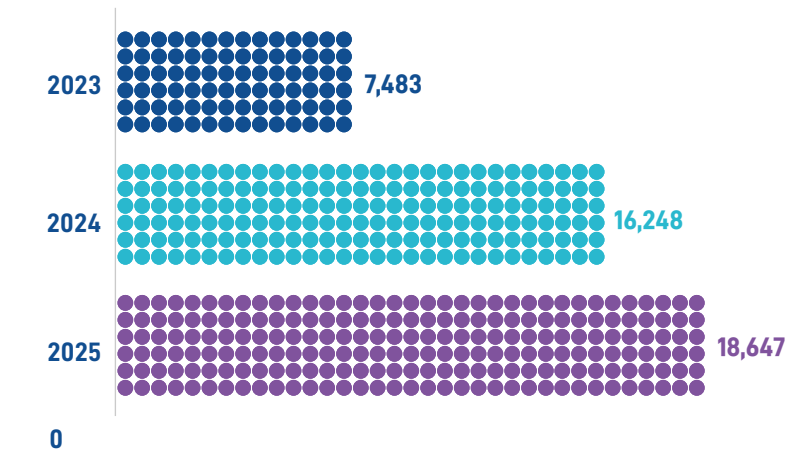
WASTE MANAGEMENT AND CIRCULARITY

As our healthcare network expands, responsible waste management remains a critical operational priority, particularly given the complexity and sensitivity of medical waste streams. We are strengthening systems and practices to ensure safe, compliant, and environmentally responsible handling of waste across our operations, safeguarding both patient safety and environmental outcomes. Safe handling and disposal of all waste streams is central to protecting public health, complying with DOH regulation Medical Waste Management Standard for Healthcare Facilities and JCI 8th Edition FMS and PCI standards and minimising environmental impact as per our waste management policy.

3,022
tonnes of waste recycled



Total Generated Waste (Tonnes)





CASE STUDY: ASTHMA INHALER CANISTER RECYCLING INITIATIVE

SSMC launched a canister return initiative for asthma patients, enabling the safe collection and third-party reprocessing of used inhalers.

Activities Conducted

- Established dedicated collection points for used inhaler canisters within SSMC facilities
- Raised patient awareness and engagement on safe disposal practices
- Partnered with a certified third-party vendor for reprocessing and material recovery

Impact Created

- Reduced the volume of medical waste sent to landfills
- Enabled environmentally responsible disposal and recovery of materials
- Increased patient participation in sustainable healthcare practices



CASE STUDY: ADVANCING RESOURCE EFFICIENCY AND CIRCULARITY AT PRIORY HOSPITAL AND CIRCLE HEALTH GROUP

Circle Health Group has strengthened its commitment to resource efficiency and circular economy principles by embedding waste reduction, reuse, and sustainable behaviour change across clinical and non-clinical operations. These initiatives aim to reduce environmental impact, improve operational efficiency, and encourage more sustainable practices among staff and patients.

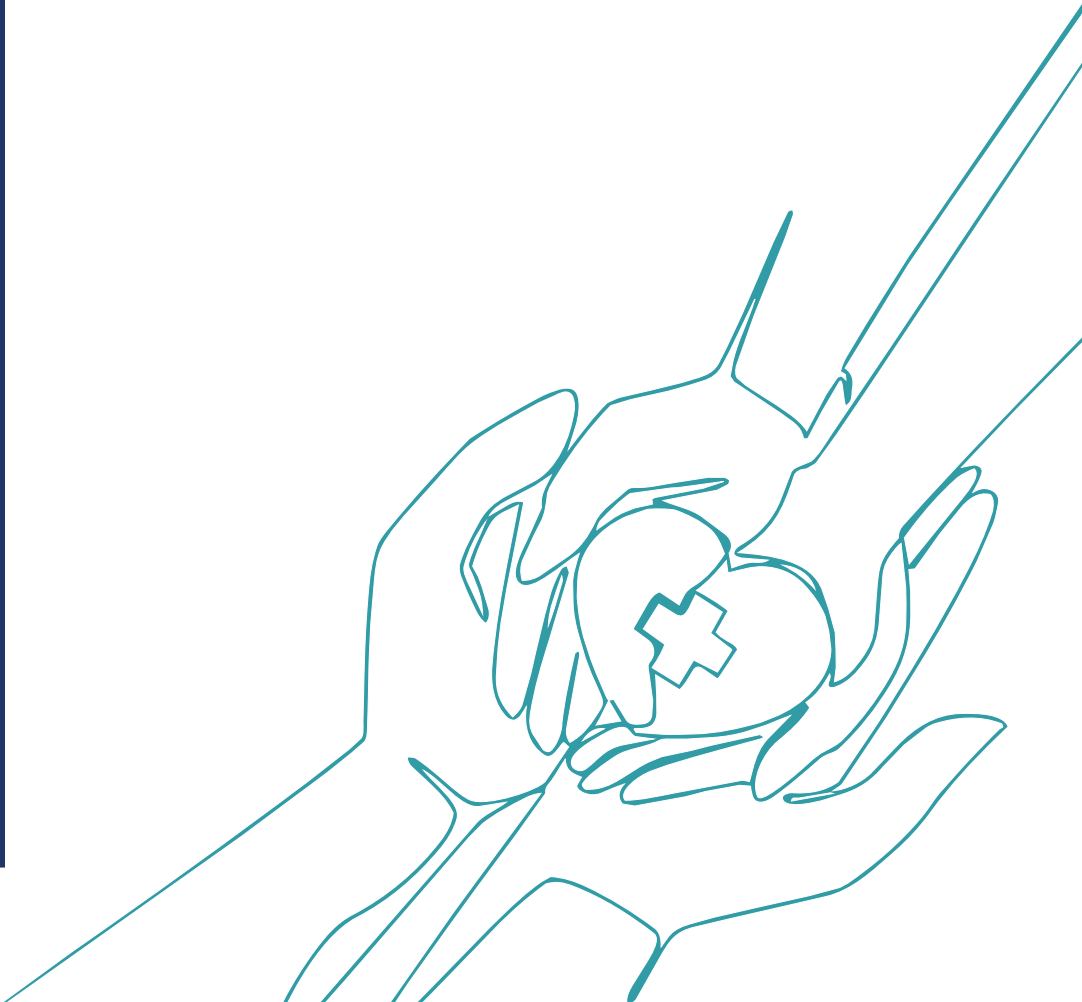
Activities Conducted

- Implemented organisation-wide initiatives to reduce waste and improve resource efficiency across Circle Health Group and Priory Hospital
- Introduced plant-forward inpatient menus supported by carbon footprint information to encourage sustainable food choices

- Expanded recycling and food-waste collection infrastructure across departments

Impact Created

- Reduced single-use cup consumption by over 75%, significantly lowering waste generation at Priory Hospital
- Improved waste segregation and recycling rates through removal of unnecessary bins and expanded recycling infrastructure
- Strengthened organisation-wide sustainability culture and improved environmental efficiency across sites



WATER STEWARDSHIP

Water is essential for delivering quality patient care and for maintaining environmental responsibility. We understand the importance of responsible water management and are committed to optimising water use across our facilities. We aim to reduce water consumption and contribute to the sustainable management of this critical resource through efficient practices, monitoring, and conservation initiatives.

Water use is actively monitored across facilities to support efficient resource management and inform ongoing conservation efforts in line with operational requirements and environmental responsibility.

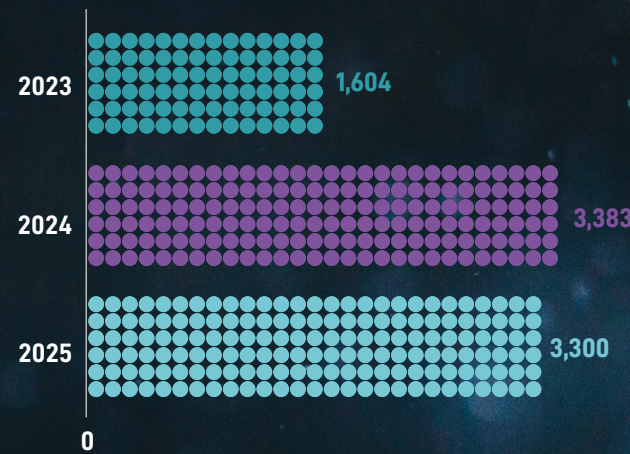
2%

year-on-year reduction in water consumption

All our assets adhere to Occupational Safety and Health Abu Dhabi (OSHAD) requirements, which integrate environmental management with occupational health and safety. This ensures that water conservation initiatives, efficient technologies, and greywater recycling programmes are designed and implemented within a structured framework of risk assessment, monitoring, and compliance. Under OSHAD guidelines, measures such as water-efficient systems, leak prevention and greywater reuse are supported by clear operational controls and safety protocols.

We are committed to sustainable water management across our healthcare network, leveraging monitoring systems to track usage and identify opportunities for conservation and efficiency. Beyond infrastructure and processes, we actively engage employees and patients through awareness initiatives, fostering a culture of stewardship and empowering everyone to contribute to the responsible use and protection of this vital resource.

Total water consumption (Megalitres)



01

02

03

04

05

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Care for Our People

Our People are the Pulse of PureHealth

We have always believed that the strength of our healthcare delivery is built from the strength of the workforce behind it. It is their expertise, their dedication and their passion that transforms our vision into reality, our strategy into action and our promises into lived experiences for millions of patients and communities across the world.

Talent Building	54
Workplace Health and Safety	59

Accomplishments



Women represent **34%** of senior leadership positions



Onboarded **109 People of Determination** into our workforce



Achieved **Great Place to Work** certification for the third consecutive year and gained recognition as **Best Workplace for Women**



Achieved **30% increase in training hours** compared to 2024

SDGs



[GRI 2-7, 2-23, 2-24, 3-3, 401-1, 401-2, 404-1, 404-2, 404-3, 405-1, 405-2, 406-1, 408-1, 409-1]

Talent Building

At PureHealth, we recognise that building a talented, engaged, and empowered workforce is fundamental to delivering high-quality care and advancing long-term organisational resilience. Our focus remains on strengthening capabilities, fostering a culture of excellence, and enabling our people to contribute meaningfully to sustainable healthcare outcomes.

OUR FOCUS AREAS



Achieved Great Place to Work certification for the third consecutive year



Recognised among the Best Workplaces in the UAE and GCC



Recognised among the Best Workplaces for Women



Best Workplaces for Women™ 2025
GCC - LARGE

After a series of strategic acquisitions and global expansion, in 2025, our People & Organisation (P&O) function completed a major phase of integration, marking a significant step in the evolution of our people management approach toward value creation through enhanced capability, productivity, and culture. The integration efforts were centred on critical workforce priorities, including the launch of a cross-entity talent exchange programme, cultural integration initiatives, and the activation of shared talent pools and referral programmes across UAE and global operations. This enabled the standardisation and alignment of pay and benefits frameworks, strengthened organisational coherence, and delivered measurable efficiency gains.

Our People & Organisation (P&O) vision is to build an AI-enabled, agile culture and workforce that shapes a longevity-focused future, reflecting our transition toward a more value-driven and globally integrated organisation. Guided by the One PureHealth Team mindset, we developed a new P&O strategy that sets out how talent, technology, and organisational design will come together to support and enable our next phase of ambitious growth. It focuses on strengthening workforce capability, enhancing adaptability, and driving alignment across assets supporting consistent ways of working and sustained value creation.

The strategy is structured around an integrated three-pillar growth model supported by the principle that employee experience directly drives patient experience.

This page is an interactive page. Click a tile for more information



Learn more about TalentOne

HUMAN RIGHTS AND ETHICAL LABOUR PRACTICES

Respecting and safeguarding human rights are fundamental to our operations and are embedded across our activities to enable us to support, protect, and empower our people across all entities and markets.

Our Sustainability and Social Impact Policy articulates our responsibilities toward the workforce, patients, suppliers, communities, and shareholders.



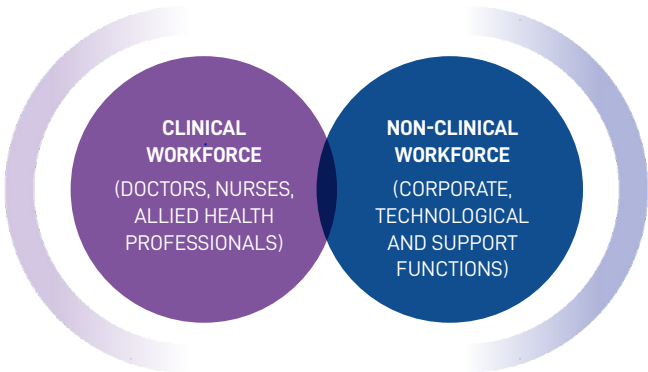
We apply ethical labour standards via employment practices that promote fair treatment, lawful hiring, and safe working conditions. Practices for employee recruitment, onboarding, and management are governed by defined procedures designed to prevent discrimination, exploitation, child labour, forced or compulsory labour and other unethical practices. These controls are reinforced through regular monitoring, compliance reviews, and mandatory training programmes to strengthen awareness and accountability.

In 2025, we continued to strengthen human rights awareness and accountability through targeted capacity building initiatives, achieving 100% completion of formal business code of conduct training for all relevant personnel. During the year, there were no instances of child labour or forced labour identified, reflecting our resolute dedication to protecting human rights and ethical practices across our business operations and supply chain consistent with our commitment to ethical business practices.

TALENT PROFILE

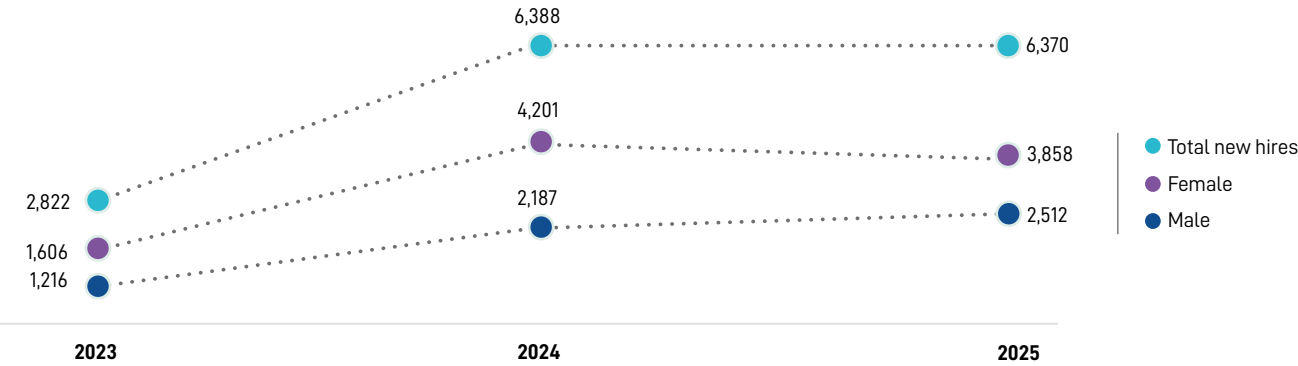
Our workforce reflects the scale of our operations across our multiple assets and geographies. As a leading healthcare group, we employ a multidisciplinary workforce all working collaboratively to deliver high-quality care and operational excellence.

The Workforce Planning Policy, under the P&O Policy, sets out how we continue to invest in building best-in-class leadership and clinical teams, combining global expertise with local excellence to drive a more integrated, technology-enabled and performance-driven people model. The composition spans a broad range of roles and expertise enabling us to meet the evolving healthcare needs of the communities we serve.



In recent years, our workforce has grown steadily in line with the expansion of our services and operational footprint across the globe. The continued rise in overall headcount reinforces our ability to meet evolving healthcare demands, strengthen service capacity and maintain a strong pipeline of skilled professionals across all disciplines.

Total New Hires



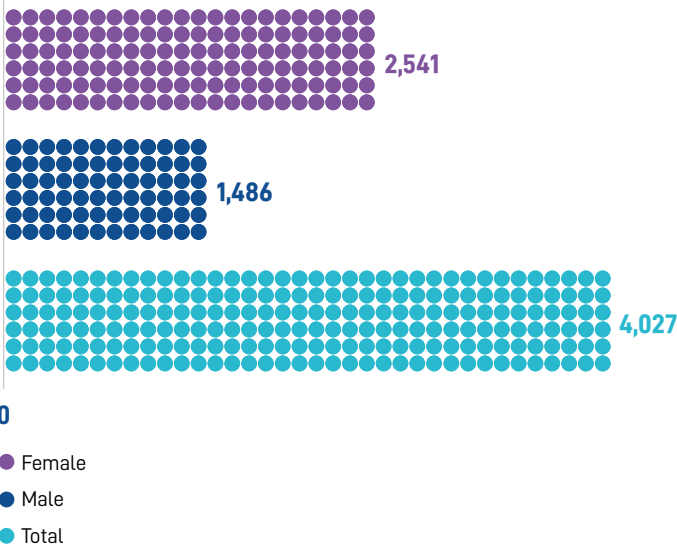
Our recruitment remained broadly consistent in 2025, supported by a steady inflow of talent across diverse workforce segments, reflecting sustained organisational growth and a resilient recruitment pipeline.

Under the strategy guidance, we have implemented a structured onboarding process to ensure the effective integration of new employees into our organisation. This includes formal orientation sessions that introduce employees to our values, code of conduct, policies, and workplace practices, as well as role-specific induction and health and safety briefings. The onboarding process is designed to support early engagement, role clarity, and compliance, while enabling new hires to transition efficiently and confidently into their responsibilities.

38,157
total workforce in our organisation

We achieved strong workforce retention, reflecting the effectiveness of our people strategies and the trust our people placed in us, as a long-term career destination. Our workforce turnover declined to 10.55% in 2025, indicating improvement from the previous year and the success of our focused retention efforts with growing workforce and sustained investment in workforce experience and development.

Employee Turnover (2025)



DIVERSITY, EQUITY AND INCLUSION

We are committed to fostering a diverse and inclusive workforce that reflects a broad range of nationalities and cultural perspectives, ensuring equitable opportunities and balanced representation across all levels of PureHealth. These principles are embedded throughout our talent lifecycle from recruitment and performance evaluation to leadership development and employee engagement with merit-based decisions supported by structured processes designed to minimise bias and promote transparency. Our leaders are held accountable for championing inclusive behaviours, strengthening representation, and creating an environment where every employee feels valued and empowered to contribute.

As part of this commitment, we continue to monitor the composition of our workforce to ensure balanced representation. In 2025, our employee base reflected a healthy distribution across age groups, demonstrating our efforts to maintain a multigenerational workforce that brings diverse skills, perspectives, and experiences.

In 2025, we continued to showcase our dedication through actions:

- We welcomed 109 People of Determination into our workforce, reinforcing our belief that inclusive teams deliver better care.
- We launched a dedicated parenting capability series, offering employees expert-led sessions on topics ranging from positive parenting techniques to supporting children who are People of Determination, recognising that supporting our people as whole individuals makes us stronger as an organisation.

5%
increase in total workforce compared to 2024

66%
total workforce are female, while women hold 34% of senior leadership positions

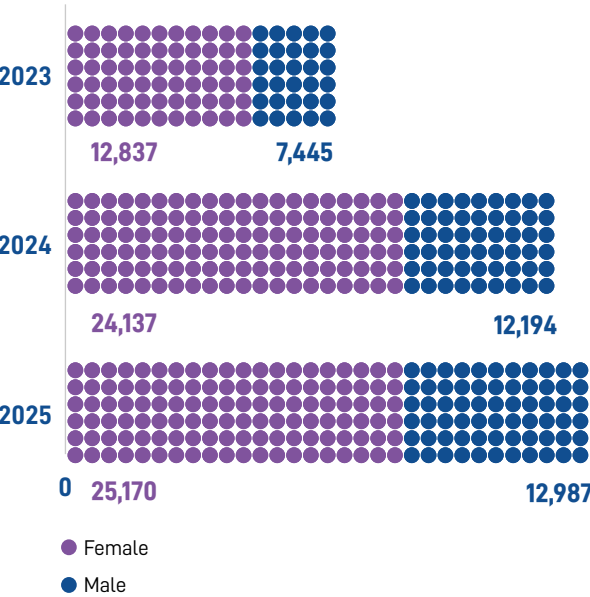
4%
increase in female employees compared to 2024



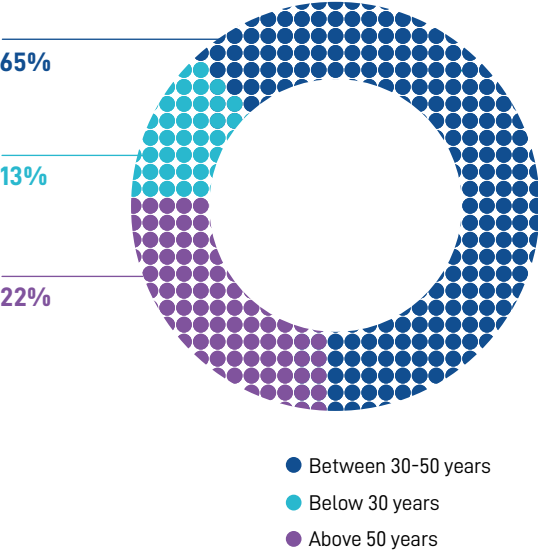
Leading by example, we are proud to be led by a pioneering female leader, Shaista Asif, PureHealth Cofounder and Group CEO, whose vision continues to shape the region's healthcare landscape. In 2025, Shaista was ranked No.1 on the Forbes Middle East Healthcare Leaders List and No.3 on its Top 100 Businesswomen list recognising her role in driving innovation, growth, and transformative change across the sector.



Gender Diversity



Age Diversity



WORKFORCE BENEFITS AND RECOGNITION

Our workforce benefits are designed to support the overall wellbeing, financial security, and work-life balance of our employees, enabling them to perform at their best both professionally and personally.

We also provide statutory and policy-driven leave arrangements, to support work-life balance and family responsibilities, across the workforce. These measures are integrated into the broader P&O strategy to strengthen retention, resilience, and workforce satisfaction.

The Total Rewards Framework (TRF), established at PureHealth, provides a structured approach to compensation and recognition, incorporating performance-linked elements such as Short-Term Variable (STV) pay to reinforce a pay-for-performance culture. In 2025, in line with the Total Rewards Policy under the P&O Policy, reward and compensation initiatives were focused on enhancing consistency and aligning practices with market benchmarks.

TALENT ENGAGEMENT AND EXPERIENCE

We prioritise employee experience to create an environment where people feel supported, connected, and motivated to perform at their best. Our Employee Experience Policy, under the P&O policy, reinforces the importance of sustaining a resilient and high-performing culture.

The 2025 Employee Engagement Pulse Survey reflected continued positive momentum, with participation increasing to 83% (from 82% in 2024), engagement remaining strong at 76%, and eNPS rising to 24, indicating higher levels of employee advocacy and confidence in PureHealth. Our performance continued to exceed external benchmarks, surpassing UAE healthcare organisations with over 1,000 employees by 8%, global all-industry benchmarks by 5%, and UAE all-industry benchmarks by 8%. The results highlighted key strengths in alignment, teamwork, confidence, and learning and development, while also identifying areas for continued focus, including recognition, wellbeing, and work-life balance.



CASE STUDY: EMERGENCY ROOM HEROES: CELEBRATING FRONTLINE EXCELLENCE

We recognised the exceptional contributions of emergency room (ER) professionals across the SEHA hospital network, celebrating their dedication to delivering urgent, life-saving care under challenging conditions. The recognition event highlighted PureHealth's commitment to valuing talent, fostering engagement and reinforcing a culture of excellence.

Activities Conducted

- Hosted at SSMC and was attended 100 ER professionals
- Welcomed senior leaders, including Shaista Asif, Group CEO of PureHealth, and His Excellency Mansoor Ibrahim Al Mansoori, Chairman of Department of Health

- Presented personalised tokens of appreciation, recognition bonuses, and ER Heroes of the Year awards to 12 standout performers
- Highlighted individual examples of excellence, such as timely diagnoses

Impact Created

- Motivated frontline teams and strengthen employee engagement, morale, and retention among frontline healthcare professionals
- Elevated the visibility of high-performing talent within the organisation, inspiring peers and fostering professional pride



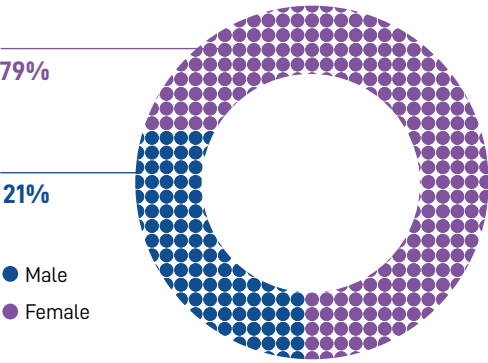
EMIRATISATION

In alignment with Abu Dhabi Economic Vision 2030, we acknowledge the crucial role Emirati talent plays and actively support their growth and development. Our commitment to Emiratisation stands at 19%, reflecting our dedication to developing UAE National talent. We employed 5,269 Emiratis, including 140 in leadership roles, of whom 59 are women.

Emiratis are represented across clinical, nursing, allied health and administrative roles, with female leadership representation reaching 40-54% in some entities.

In addition, we have committed to recruiting 250 Emirati graduates between 2026 and 2028 across eight high-demand healthcare specialties, aligned with national priorities and partnerships specifically from the National Healthcare programme under Nafis. This commitment is further strengthened through a strategic collaboration with Fatima College of Health Sciences, enabling the onboarding of 100 Emirati graduate nurses to support national workforce capacity building and long-term clinical sustainability.

Emirati Employees



CASE STUDY: EMIRATI DEVELOPMENT CENTRE (EDC): DEVELOPING FUTURE HEALTHCARE LEADERS

We celebrated the graduation of UAE Nationals from its third cohort of the EDC Leaders Programme. The EDC is one of the UAE's most comprehensive talent development platforms, designed to equip local professionals with the leadership skills, strategic capabilities, and operational expertise required to drive transformation.

Impact Created

- Implemented Individual Development Plans tailored to each participant's career aspirations and aligned with PureHealth's strategic goals

- Developed 317 leaders and identified 57 successors in critical roles with 146 graduates in 2025, representing a 21% increase, with a target of 200 graduates set for 2026 and 1,000 by 2030, supported by AED 5.7 million invested in leadership development between 2023 and 2025
- Enhanced leadership readiness among UAE Nationals to support PureHealth's growth and transformation ambitions

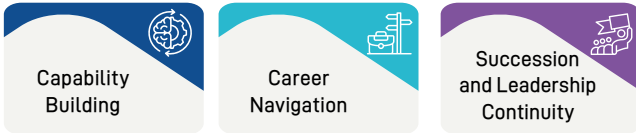


TALENT DEVELOPMENT

We execute a comprehensive Talent Development Framework supported by the Performance Management Policy, focused on continuous learning, capability building, and performance excellence. Our employees participate in regular performance discussions, development planning, and structured learning programmes to ensure alignment between individual growth and organisational priorities.

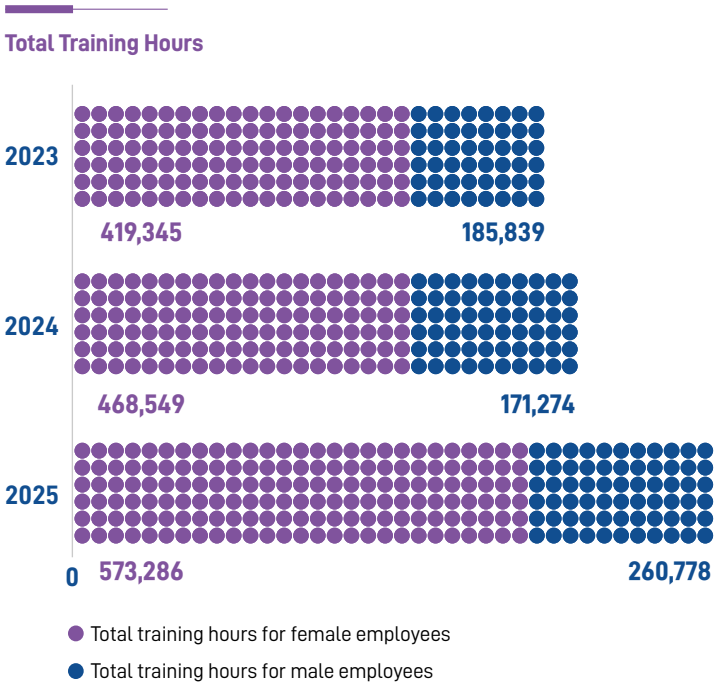
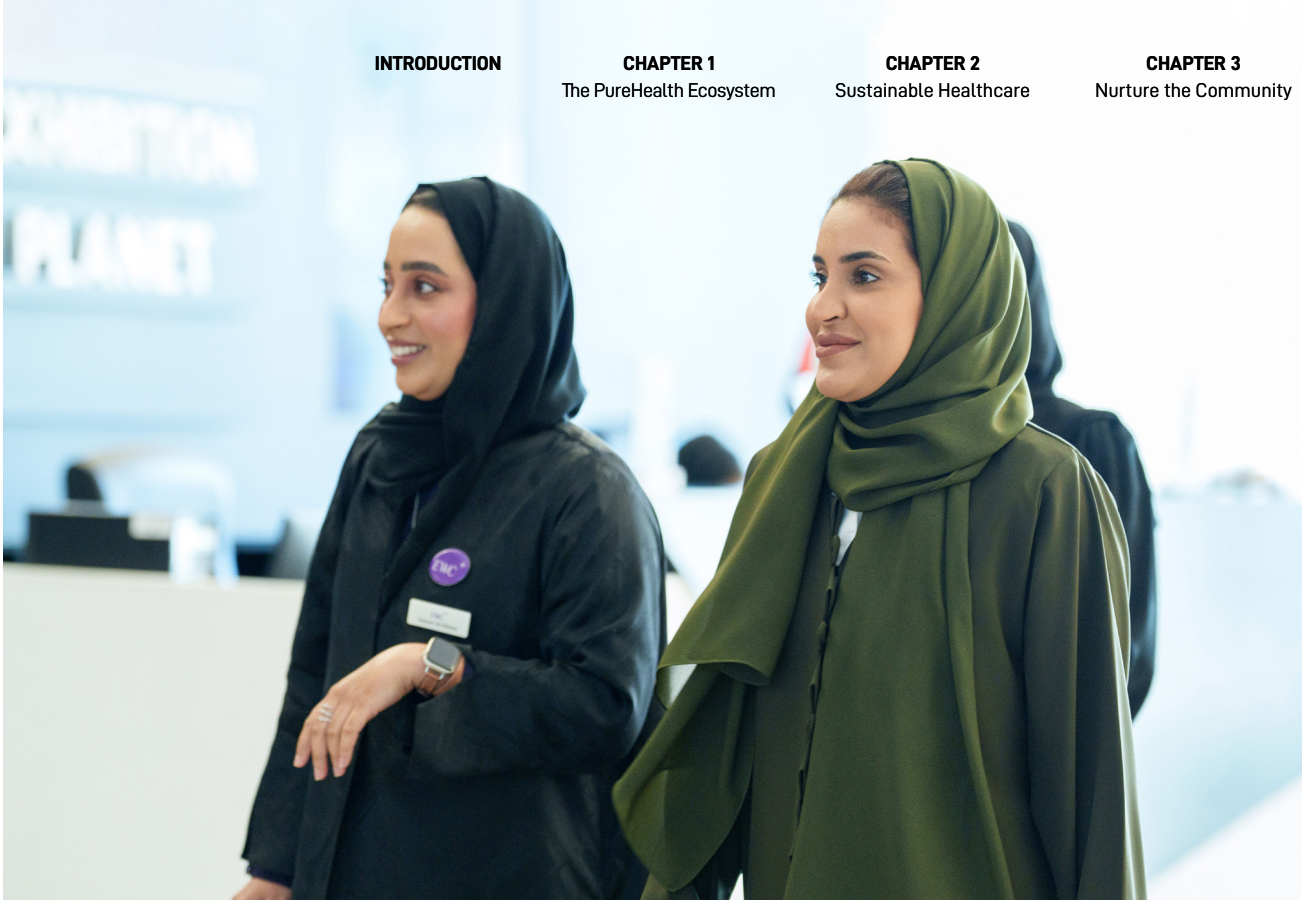
22%
increase in trainings for female employees

100%
performance and career review in UK



In 2025, learning and development initiatives witnessed significant engagement across PureHealth, playing a key role in fostering a culture of innovation and continuous improvement.

- Engaged more than 2,000 employees through active utilisation of the Educare platform
- Engaged 4,200 participants in the Trailblazers programme
- Delivered a broad portfolio of clinical, technical, and professional development programmes, with 80% leveraging in-house subject matter expertise and contributed to a 37% year-on-year increase in learning delivery
- Sustained strong early-career demand, receiving 1,459 applications to the Graduate Trainee Programme and 371 applications to the Summer Student Trainee Programme



In 2025, learning initiatives under this framework supported organisation-wide capability building, with over 834,000 training hours delivered, representing a 30% year-on-year increase and reinforcing sustained investment in workforce development.

22
average training hours per employee

Succession planning is also being evolved into a more strategic, business- and risk-informed approach, with increased focus on critical roles, leadership continuity, and organisational resilience. There are structured processes in place to ensure stability in key positions and maintain a strong leadership pipeline. The high-potential talent is systematically identified and assessed for readiness, with targeted development actions and knowledge transfer embedded within annual workforce planning. Together, these measures strengthen leadership continuity, reduce key-person dependency, and support long-term organisational resilience.



CASE STUDY: LEARNING AND DEVELOPMENT:
ACCELERATED HEALTHCARE MBA

We partnered with the Royal College of Surgeons in Ireland (RCSI) to deliver the Accelerated Healthcare MBA, a transformative leadership initiative aimed at building leadership capacity, strategic decision-making and advancing healthcare excellence across the UAE. The programme covered five core modules including Global healthcare trends, Personal leadership, Change management, Digital transformation and Operational excellence.

Impact Created

- Developed a cohort of 30 senior professionals from PureHealth and the Abu Dhabi Department of Health
- Completed a three-month executive programme in November 2025
- Designed to run annually ensuring long-term capability development



SHAPING THE FUTURE OF OUR WORKFORCE

Our 2026 outlook is anchored in the first phase of our three-year strategy roadmap focused on strengthening foundations across PureHealth including building core capabilities, enhancing data quality, and advancing employee experience design to support long-term growth.

- **Operating Model Evolution**
The ongoing review of the P&O operating model will ensure it remains fit for purpose for our larger, more global organisation including evaluating the interaction between corporate functions, business units, shared services, and outsourcing to enhance efficiency, clarity, and effectiveness.
- **Leadership and Performance Alignment**
As we grow internationally, P&O will continue to strengthen leadership and people systems to support this growth. A key focus will be on aligning executive compensation with international market practices and reinforcing the link between leadership outcomes and shareholder value, driving greater accountability and performance discipline.
- **Capability Building and Learning**
We will advance the development of the PureHealth Academy, bringing together clinical and non-clinical learning, leadership development, and governance within a unified framework. This will support consistent capability building and enable scalable talent development across PureHealth.



[GRI 3-3, 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-9, 403-10]

Workforce Health and Safety

The health and safety of our people remain a fundamental priority, guiding how we design our workplaces, manage risks, and support employee wellbeing across all our operations. We are committed to maintaining safe, healthy, and compliant work environments through systems, policies, proactive risk management, and continuous monitoring of workplace practices.

Our Occupational Health and Safety (OHS) management is driven by our Business Code of Conduct, reinforcing a culture of integrity, accountability, and safety across PureHealth. We are committed to providing a safe and healthy environment for employees, patients, customers, contractors, and visitors across all our facilities.

Zero
work related fatalities

- Ensures adherence to all applicable health and safety laws, regulations, and internal policies
- Aligns operations with established standards and safe work procedures
- Extends OHS expectations to suppliers and partners
- Maintains oversight through dedicated OHS teams

Governance and Compliance

Risk Management and Prevention

- Identifies and reports unsafe or hazardous conditions proactively
- Integrates health and safety impact assessments into project planning and execution
- Implements corrective and preventive actions across health, safety, and environment

- Requires the mandatory use of personal protective equipment (PPE) where applicable
- Enforces strict compliance with communicated safe work standards
- Applies zero tolerance for substance misuse and workplace violence

Workplace Safety Practices

Health and Safety Training

- Equips employees with the knowledge and awareness required to maintain safe working practices

- Ensures immediate reporting of incidents and hazards to relevant OHS teams
- Encourages active participation in incident investigations and follow-up actions
- Conducts ongoing monitoring and refinement of safety practices to enhance performance

Monitoring, Reporting, and Continuous Improvement

Through this structured approach, we embed safety into everyday operations and promote a culture of shared responsibility across the organisation. We actively encourage employee participation in health and safety through open communication channels, enabling the reporting of hazards, feedback, and consultation on workplace practices.

18%
decrease in recordable work-related injuries

We implement a range of targeted health and safety initiatives designed to proactively manage risks, promote employee wellbeing, and strengthen culture of safety across our organisation. These efforts are supported by regular training programmes to equip employees with the knowledge and skills required to maintain safe working environments.

Asset	Management Practices	Impact and Achievements
SSMC 	SSMC has implemented an Occupational Safety and Health Management System (OSHMS) aligned with Abu Dhabi Occupational Safety and Health System Framework (ADOSH SF), supported by annual reviews, policy updates, and alignment with international best practices. A strong policy framework underpins this system: OHS Targets and Objectives Policy, Management of Contractors Policy and Incident Reporting and Management Policy	- Reduced needle stick injuries by 13.6% through Plan-Do-Study-Act (PDSA) driven methodology, improved PPE compliance, and safety-engineered devices - Strengthened preventive care and workforce wellbeing through Occupational Health and Safety Centre and Employee Health Clinic
SEHA Clinics 	SEHA CLINICS advanced a proactive, prevention-driven approach to health and safety in 2025, reinforcing safety as a core organisational value. Leadership engagement, organisation-wide OSH policies, and regular management reviews, supported by structured systems aligned with the ADOSH SF, ADPHC, DOH, UAE regulatory requirements, and JCI standards	- Improved management of high-risk activities through enhanced permit-to-work systems, multidisciplinary risk reviews, and ALARP aligned controls - IBPC award ceremony - Digital Transformation of the Permit to Work System to Enhance Safety and Efficiency 
Circle Health Group 	Circle Health Group implements a structured Health and Safety Management System (HSMS), aligned with Health and Safety Executive guidance (HSG65 – Plan, Do, Check, Act), ensuring compliance with key legislation. The system applies across all operations and is governed by a CEO-signed policy. This was supported by integrated audits through the Radar system and strengthened documentation control via SharePoint-based platforms	- Enhanced audit efficiency and coverage by integrating engineering and H&S audits into a unified Radar-based system - Improved documentation control and compliance through digital SharePoint systems for safety-critical records - Maintained low incident rates, outperforming UK benchmarks (e.g., RIDDOR reportable incident rate lower than national average)
NRC 	NRC strengthened its health and safety performance through a comprehensive OSHMS, approved under the ADOSH SF. Recognising the unique risks in addiction treatment and rehabilitation, NRC implemented a Behavioural Health Safety Enhancement Initiative, focusing on proactive risk assessments, staff training in de-escalation and crisis management, and strengthened environmental safety controls in detox and residential units	- Achieved zero fatalities and zero LTIs through strengthened risk controls and proactive safety management - Reduced incidents and near misses related to patient behaviour through targeted training and preventive measures - Improved incident reporting and corrective action closure through digital tracking systems
PureLab 	PureLab enhanced its health and safety performance across laboratory operations. The key initiatives included the appointment of a dedicated Fire and Safety Specialist, implementation of monthly laboratory-level risk assessments, and development of a consolidated risk analysis database to track and manage safety risks	- Strengthened laboratory safety governance through dedicated HSE leadership and structured oversight mechanisms - Enhanced emergency preparedness through periodic fire drills and safety training programmes - Reduced exposure risks (e.g., needle stick injuries, chemical exposure, splashes) through proactive monitoring and control measures



CASE STUDY: STRENGTHENING A PROACTIVE SAFETY CULTURE ACROSS PUREHEALTH

In 2025, we enhanced our health and safety performance across facility operations by implementing structured HSE systems and a comprehensive preventive maintenance programme for critical assets, including chillers, elevators, generators, and UPS systems. This was supported by strengthened permit-to-work processes, improved contractor safety management, and regular risk assessments, inspections, and audits aligned with UAE Labour Law, Dubai Municipality, Civil Defence requirements, and ISO 45001 standards.

Impact Created

- Achieved zero fatalities and maintained low incident rates through proactive risk assessments and strengthened control measures

- Improved operational safety and reduced equipment breakdowns through ≥95% on-time preventive maintenance of critical assets
- Achieved 100% health and safety training coverage for employees and contractors through inductions, refresher sessions, and toolbox talks
- Enhanced near-miss and hazard reporting through improved tracking systems, enabling timely corrective actions
- Strengthened contractor compliance through prequalification, stricter supervision, and robust permit-to-work implementation



CASE STUDY: EMPLOYEE WELLBEING – PURA AND THE LONGEVITY PROGRAMME

Employee wellbeing is central to PureHealth's mission to advance human longevity. The PURA platform, a homegrown AI-enabled health companion app, plays a key role in supporting this ambition by enabling employees to actively manage their health and wellbeing.

Impact Created

- Reduced average cholesterol levels across the workforce by 36%
- Improved glucose levels by 12.5%, supporting better diabetes risk management
- Increased average PureScore by 1.5 years, reflecting enhanced employee healthspan

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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.

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[GRI 2-2]

Appendix A – 2025 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)	○
	Hellenic Healthcare Group (HHG)*	○
	The Medical Office (TMO)	●
	The National Rehabilitation Center (NRC)	●
	Tamouh Healthcare	●
Health Insurance & Property and Casualty	Daman (The National Insurance Company)	●
Diagnostic	PureLab	●
Procurement	Rafed	●
	One Health	●
Technology & AI	PureCS	●
	TalentOne	●

● Included in Reporting Boundary

○ Not included in Reporting Boundary

*Hellenic Healthcare Group was acquired in October 2025 and has not been included within the quantitative disclosures of this report due to ongoing functional integration activities. Where relevant, qualitative information relating to this asset has been incorporated.



Appendix B – Sustainability Data Index

SOCIAL

Key Performance Indicators	Units	2023	2024	2025	% Deviation
Employee count					
Total employees	Number	20,282	36,331	38,157	5
UAE	Number	20,282	26,373	28,201	
UK	Number	-	9,958	9,956	
Breakdown by:					
(1) Gender					
Female	Number	12,837	24,137	25,170	4
UAE	Number	12,837	16,394	17,458	
UK	Number	-	7,743	7,712	
Male	Number	7,445	12,194	12,987	7
UAE	Number	7,445	9,979	10,743	
UK	Number	-	2,215	2,244	
(2) Employee level					
Senior management	Number	362	489	510	4
UAE	Number	362	361	394	
UK	Number	-	128	116	
Middle management	Number	3,790	3,454	4,927	43
UAE	Number	3,790	2,652	4,129	
UK	Number	-	802	798	
Junior management	Number	16,130	32,388	32,720	1
UAE	Number	16,130	23,360	23,678	
UK	Number	-	9,028	9,042	

Key Performance Indicators	Units	2023	2024	2025	% Deviation
(3) Age group					
Below 30 years	Number	2,168	4,649	4,967	7
UAE	Number	2,168	3,131	3,598	
UK	Number	-	1,518	1,369	
Between 30-50 years	Number	13,354	23,439	24,933	6
UAE	Number	13,354	18,972	20,438	
UK	Number	-	4,467	4,495	
Above 50 years	Number	4,760	8,243	8,257	0
UAE	Number	4,760	4,270	4,165	
UK	Number	-	3,973	4,092	
(4) Disability					
People of determination	Number	50	315	500	59
UAE	Number	50	60	109	
UK	Number	-	255	391	
Contractors	Number	1,165	833	1,824	119
UAE	Number	1,165	833	1,824	
UK	Number	-	-	-	
Diversity and equal opportunity					
Percentage of employees per employee category in each of the following diversity categories					
Breakdown by:					
(1) Age group					
Under 30 years old:					
Senior management	Percentage	0.01	0.01	0.01	27
UAE	Percentage	0.01	0	0	
UK	Percentage	-	0.03	0.03	

Key Performance Indicators	Units	2023	2024	2025	% Deviation
Middle management					
UAE	Percentage	2.60	0.05	0.16	
UK	Percentage	-	0.30	0.20	
Staff	Percentage	8.08	12.68	12.84	1
UAE	Percentage	8.08	11.84	12.60	
UK	Percentage	-	14.92	13.52	
Between 30-50 years:					
Senior management	Percentage	1.26	0.77	0.84	10
UAE	Percentage	1.26	0.83	0.94	
UK	Percentage	-	0.58	0.57	
Middle management	Percentage	11.27	6.26	8.83	41
UAE	Percentage	11.27	6.84	10.31	
UK	Percentage	-	4.71	4.64	
Staff	Percentage	53.32	57.46	55.67	-3
UAE	Percentage	53.32	64.22	61.22	
UK	Percentage	-	39.57	39.94	
Over 50 years old:					
Senior management	Percentage	0.52	0.60	0.48	-19
UAE	Percentage	0.52	0.53	0.46	
UK	Percentage	-	0.67	0.56	
Middle management	Percentage	4.82	3.13	3.91	25
UAE	Percentage	4.82	3.16	4.17	
UK	Percentage	-	3.04	3.17	

Key Performance Indicators	Units	2023	2024	2025	% Deviation
Staff	Percentage	18.13	19	17.24	-9
UAE	Percentage	18.13	12.51	10.14	
UK	Percentage	-	36.19	37.36	
(2) Gender					
Female					
Senior management	Percentage	0.61	0.51	0.44	-13
UAE	Percentage	0.61	0.46	0.41	
UK	Percentage	-	0.63	0.53	
Middle management	Percentage	9.11	4.22	5.85	39
UAE	Percentage	9.11	3.86	6.07	
UK	Percentage	-	5.17	5.24	
Staff	Percentage	53.57	61.70	59.67	-3
UAE	Percentage	53.57	57.83	55.42	
UK	Percentage	-	72	71.69	
Male					
Senior management	Percentage	1.17	0.84	0.89	6
UAE	Percentage	1.17	0.91	0.99	
UK	Percentage	-	0.65	0.63	
Middle management	Percentage	9.57	5.29	7.06	33
UAE	Percentage	9.57	6.20	8.57	
UK	Percentage	-	2.88	2.77	
Staff	Percentage	25.96	27.44	26.08	-5
UAE	Percentage	25.96	30.74	28.54	
UK	Percentage	-	18.71	19.13	
Percentage of individuals within the organisation's leadership					
Breakdown by:					
(1) Age group					
Under 30 years old	Percentage	0.55	0.61	0.78	28
UAE	Percentage	0.55	0	0.25	
UK	Percentage	-	2.34	2.59	

Key Performance Indicators	Units	2023	2024	2025	% Deviation
30-50 years old	Percentage	70.44	57.06	62.94	10
UAE	Percentage	70.44	61.22	67.01	
UK	Percentage	-	45.31	49.14	
Over 50 years old	Percentage	29.01	42.33	36.27	-14
UAE	Percentage	29.01	38.78	32.74	
UK	Percentage	-	52.34	48.28	
(2) Gender					
Female					
UAE	Percentage	34.25	37.63	33.14	-12
UK	Percentage	-	49.22	45.69	
Male	Percentage	65.75	62.37	66.86	7
UAE	Percentage	65.75	66.48	70.56	
UK	Percentage	-	50.78	54.31	
Employee new hires					
Total number of new employee hires entering employment during the reporting period	Number	2,822	6,388	6,370	0
UAE	Number	2,822	4,685	4,931	
UK	Number	-	1,703	1,439	
Breakdown by:					
(1) Age group					
Under 30 years old	Number	788	1,882	1,886	0
UAE	Number	788	1,288	1,463	
UK	Number	-	594	423	
30-50 years old	Number	1,799	3,880	3,711	-4
UAE	Number	1,799	3,068	3,073	
UK	Number	-	812	638	
Over 50 years old	Number	235	704	773	10
UAE	Number	235	329	395	
UK	Number	-	375	378	

Key Performance Indicators	Units	2023	2024	2025	% Deviation
(2) Gender					
Female					
UAE	Number	1,606	2,955	2,793	
UK	Number	-	1,246	1,065	
Male					
UAE	Number	1,216	1,730	2,138	
UK	Number	-	457	374	
Employee turnover					
Total number of employees leaving employment during the reporting period	Number	2,242	4,226	4,027	-5
UAE	Number	2,242	2,758	2,618	
UK	Number	-	1,468	1,409	
Turnover rate	Percentage	11.05	11.63	10.55	-9
UAE	Percentage	11.05	10.46	9.28	
UK	Percentage	-	14.74	14.15	
Breakdown by:					
(1) Age group					
Under 30 years old	Number	280	544	656	21
UAE	Number	280	232	291	
UK	Number	-	312	365	
30-50 years old	Number	1,585	2,666	2,403	-10
UAE	Number	1,585	2,023	1,846	
UK	Number	-	643	557	
Over 50 years old	Number	377	1,016	968	-5
UAE	Number	377	503	481	
UK	Number	-	513	487	
(2) Gender					
Female					
UAE	Number	1,416	1,676	1,460	
UK	Number	-	1,117	1,081	

Key Performance Indicators	Units	2023	2024	2025	% Deviation
Male	Number	826	1,433	1,486	4
UAE	Number	826	1,082	1,158	
UK	Number	-	351	328	
Parental leave					
Total number of employees that took parental leave					
Female	Number	563	1,292	1,207	-7
UAE	Number	563	905	783	
UK	Number	-	387	424	
Male	Number	284	616	803	30
UAE	Number	284	562	708	
UK	Number	-	54	95	
Number of employees that returned to work in the reporting period after parental leave ended					
Female	Number	552	1,146	990	-14
UAE	Number	552	894	776	
UK	Number	-	252	214	
Male	Number	284	583	793	36
UAE	Number	284	557	702	
UK	Number	-	26	91	
Number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work					
Female	Number	543	1,231	960	-22
UAE	Number	543	844	757	
UK	Number	-	387	203	
Male	Number	258	579	710	23
UAE	Number	258	525	661	
UK	Number	-	54	49	

Key Performance Indicators	Units	2023	2024	2025	% Deviation
Return to work rate					
Female	Percentage	98.05	89	82.02	-8
UAE	Percentage	98.05	99	99.11	
UK	Percentage	-	65.12	50.47	
Male	Percentage	100	95	98.75	4
UAE	Percentage	100	99	99.15	
UK	Percentage	-	48	95.79	
Retention rate					
Female	Percentage	98.37	97	79.54	-18
UAE	Percentage	98.37	97	96.68	
UK	Percentage	-	100	47.88	
Male	Percentage	90.85	100	88.42	-12
UAE	Percentage	90.85	100	93.36	
UK	Percentage	-	100	51.58	
Emiratisation					
Full-time employees in UAE	Number	20,282	26,373	28,201	7
Number of UAE National Employees	Number	4,953	5,365	5,269	-2
Emiratisation rate	Percentage	24.42	20.34	18.68	-8
Training and education					
Total training provided to employees	Hours	605,184	639,823	834,064	30
UAE	Hours	605,184	491,387	656,262	
UK	Hours	-	148,436	177,802	
Total training (male)	Hours	185,839	171,274	260,778	52
UAE	Hours	185,839	141,832	226,243	
UK	Hours	-	29,442	34,535	
Total training (female)	Hours	419,345	468,549	573,286	22
UAE	Hours	419,345	349,555	430,019	
UK	Hours	-	118,994	143,267	

Key Performance Indicators	Units	2023	2024	2025	% Deviation
Average training per male employees	Hours/ employee	25	14	20	43
UAE	Hours/ employee	25	14	21	
UK	Hours/ employee	-	13	15	
Average training per female employees	Hours/ employee	31	19	23	20
UAE	Hours/ employee	31	21	25	
UK	Hours/ employee	-	15	19	
Performance review					
Percentage of employees who received a regular performance and career development review					
Breakdown by gender:					
Male	Percentage	40.23	66.86	53	-21
UAE	Percentage	40.23	59.50	60	
UK	Percentage	-	100	100	
Female	Percentage	24.36	71.32	60	-16
UAE	Percentage	24.36	57.77	42	
UK	Percentage	-	100	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	0	
The number of recordable work-related injuries	Number	133	1,427	1,165	-18
UAE	Number	133	515	497	
UK	Number	-	912	668	

Key Performance Indicators	Units	2023	2024	2025	% Deviation
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	0	
The number of cases of recordable work-related ill health	Number	-	72	68	-6
UAE	Number	-	0	13	
UK	Number	-	72	55	
Work-related injuries for all contractors:					
The number of fatalities as a result of work-related injury	Number	-	-	0	-
UAE	Number	-	-	0	
UK	Number	-	-	0	
The number of recordable work-related injuries	Number	-	-	23	+
UAE	Number	-	-	23	
UK	Number	-	-	0	
Work-related ill health for all contractors:					
The number of fatalities as a result of work-related ill health	Number	-	-	0	-
UAE	Number	-	-	0	
UK	Number	-	-	0	
The number of cases of recordable work-related ill health	Number	-	-	13	+
UAE	Number	-	-	13	
UK	Number	-	-	0	

Key Performance Indicators	Units	2023	2024	2025	% 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	0	
Number of forced or compulsory labour incidents	Number	0	0	0	0
UAE	Number	0	0	0	
UK	Number	-	0	0	
Incidents of discrimination	Number	-	0	0	0
UAE	Number	-	0	0	
UK	Number	-	0	0	
Corporate social responsibility					
Total spend	Million AED	35	93.34	44.49	-52
UAE	Million AED	35	92.41	41.60	
UK	Million AED	-	0.93	2.89	
Number of initiatives undertaken	Number	495	1,151	2,163	88
UAE	Number	-	-	1,980	
UK	Number	-	-	183	
Volunteering hours	Number	-	82,262	100,394	22
UAE	Number	-	74,258	99,634	
UK	Number	-	8,004	760	
Total volunteers	Number	-	4,772	8,981	88
UAE	Number	-	-	8,851	
UK	Number	-	-	130	

Key Performance Indicators	Units	2023	2024	2025	% Deviation
Total beneficiaries	Number	-	219,000	473,009	116
UAE	Number	-	211,000	472,932	
UK	Number	-	8,000	77	
Remuneration					
Senior management					
Female	Million AED	-	132	174	32
UAE	Million AED	-	106	146	
UK	Million AED	-	26	29	
Male	Million AED	-	314	275	-12
UAE	Million AED	-	278	228	
UK	Million AED	-	36	47	
Middle management					
Female	Million AED	-	747	1,172	57
UAE	Million AED	-	637	1,024	
UK	Million AED	-	109	148	
Male	Million AED	-	1,075	1,475	37
UAE	Million AED	-	1,017	1,404	
UK	Million AED	-	57	71	
Junior management					
Female	Million AED	-	3,374	3,792	12
UAE	Million AED	-	2,648	2,825	
UK	Million AED	-	726	967	
Male	Million AED	-	1,787	1,785	0
UAE	Million AED	-	1,572	1,490	
UK	Million AED	-	215	294	

ENVIRONMENT

Key Performance Indicators	Units	2023	2024	2025	% Deviation
Emissions					
Total scope 1 emissions	MTCO ₂ e	81,894	101,319	85,528	-16
UAE	MTCO ₂ e	81,894	79,440	63,315	
UK	MTCO ₂ e	-	21,879	22,213	
Total scope 2 emissions	MTCO ₂ e	214,862	259,318	235,896	-9
UAE	MTCO ₂ e	214,862	248,615	226,662	
UK	MTCO ₂ e	-	10,703	9,234	
Total scope 3 emissions	MTCO ₂ e	297,070	494,152	503,584	2
UAE	MTCO ₂ e	297,070	357,218	391,278	
UK	MTCO ₂ e	-	136,934	112,306	
Total emissions	MTCO ₂ e	593,826	854,789	825,008	-3
UAE	MTCO ₂ e	593,826	685,273	681,255	
UK	MTCO ₂ e	-	169,516	143,753	
GHG intensity ratio*	MTCO ₂ e / Million AED	36.21	33.07	31	-6
UAE	MTCO ₂ e / Million AED	36.21	34.54	34	
UK	MTCO ₂ e / Million AED	-	28.23	22	
Energy 					
Total energy consumption during the year	GJ	2,150,753	3,254,179	3,342,666	3
UAE	GJ	2,150,753	2,851,768	2,889,851	
UK	GJ	-	402,411	452,815	
Energy from non-renewable fuel use within the organisation	GJ	-	432,478	525,847	22
UAE	GJ		216,159	261,427	
UK	GJ	-	216,319	264,420	
Energy from renewable fuel use within the organisation	GJ	-	-	587	+
UAE	GJ			NA	
UK	GJ	-	-	587	

Key Performance Indicators	Units	2023	2024	2025	% Deviation
Electricity consumption					
UAE	GJ	-	2,821,701	2,816,232	0
UK	GJ	-	186,092	187,808	
Energy intensity ratio*	GJ / Million AED	131.15	125.90	125.81	0
UAE	GJ / Million AED	131.15	143.72	143.69	
UK	GJ / Million AED	-	67.00	70.12	
Waste					
Total generated waste	Tonne	7,483	16,248	18,647	15
UAE	Tonne	7,483	11,207	13,374	
UK	Tonne	-	5,041	5,273	
Hazardous waste	Tonne	4,133	7,515	8,979	19
UAE	Tonne	4,133	5,169	7,904	
UK	Tonne	-	2,346	1,075	
Non-hazardous waste	Tonne	3,350	8,733	9,668	11
UAE	Tonne	3,350	6,038	5,470	
UK	Tonne	-	2,695	4,198	
Total waste recycled	Tonne	180	3,232	3,022	-7
UAE	Tonne	180	941	785	
UK	Tonne	-	2,291	2,236	
Total waste diverted to landfill	Tonne	2,924	5,500	4,681	-15
UAE	Tonne	2,924	5,097	4,407	
UK	Tonne	-	403	274	
Water					
Total water consumption	ML	1,604	3,383	3,300	-2
UAE	ML	1,604	2,889	2,947	
UK	ML	-	494	353	

ECONOMIC

Key Performance Indicators	Units	2023	2024	2025	% Deviation
Economic performance					
Direct economic value generated (revenues)	Million AED	16,399	25,848	27,312	6
Total economic value distributed	Million AED	15,738	23,937	25,311	6
Operating costs	Million AED	11,465	15,810	17,355	10
Employee wages and benefits	Million AED	4,273	8,127	7,956	-2
Economic value retained	Million AED	1,501	2,625	3,107	18

Note:

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

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

*** indicates that the value is adjusted as per the reporting boundary.

 indicates that the energy consumption values for 2025 was calculated based on the Gross Calorific Values.

Appendix C – GRI Standards Content Index

Statement of use	PureHealth has reported in accordance with the GRI Standards for the period from January 1, 2025 to December 31, 2025.
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	9-13	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	6 and 62			
	2-3 Reporting period, frequency and contact point	6			
	2-4 Restatements of information	6			
	2-5 External assurance	6 and 78			
	2-6 Activities, value chain and other business relationships	9-13			
	2-7 Employees	55 and 63			
	2-8 Workers who are not employees	63			
	2-9 Governance structure and composition	15-17			
	2-10 Nomination and selection of the highest governance body	16			
	2-11 Chair of the highest governance body	16			
	2-12 Role of the highest governance body in overseeing the management of impacts	16-17 and 34			
	2-13 Delegation of responsibility for managing impacts	16-17 and 34			
	2-14 Role of the highest governance body in sustainability reporting	34			
	2-15 Conflicts of interest	17-18			
	2-16 Communication of critical concerns	18			

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	16 Note: Comprehensive information on this is disclosed in PureHealth's 2025 Annual Report			
	2-18 Evaluation of the performance of the highest governance body	17			
	2-19 Remuneration policies	17			
	2-20 Process to determine remuneration	17			
	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, 5 and 29			
	2-23 Policy commitments	17-19, 25, 32-36 and 55			
	2-24 Embedding policy commitments	17-19, 25, 32-36 and 55			
	2-25 Processes to remediate negative impacts	18			
	2-26 Mechanisms for seeking advice and raising concerns	18			
	2-27 Compliance with laws and regulations	17			
	2-28 Membership associations	20 and 27			
	2-29 Approach to stakeholder engagement	19			
	2-30 Collective bargaining agreements	-	All	Not applicable	PureHealth adheres to applicable local regulatory requirements across all operating locations

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	31	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	31			
Economic Value Creation					
GRI 3: Material Topics 2021	3-3 Management of material topics	15 and 26			
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	67			
	201-2 Financial implications and other risks and opportunities due to climate change	-	All	Confidentiality constraints	Disclosure of this information is restricted to limited stakeholders
	201-3 Defined benefit plan obligations and other retirement plans	-	All	Confidentiality constraints	Disclosing information on benefit plans is restricted to internal stakeholders
	201-4 Financial assistance received from government	-	All	Confidentiality constraints	Disclosure of this information is restricted to internal stakeholders
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	14-15 and 26			
	203-2 Significant indirect economic impacts	14-15 and 26			
Climate Change Mitigation and Adaptation					
GRI 3: Material Topics 2021	3-3 Management of material topics	46-49			
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions ✓	48 and 67			
	305-2 Energy indirect (Scope 2) GHG emissions ✓	48 and 67			
	305-3 Other indirect (Scope 3) GHG emissions ✓	48 and 67			
	305-4 GHG emissions intensity ✓	7, 43, 48 and 67			
	305-5 Reduction of GHG emissions	48 and 67			
	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

Note:
Scope 1, Scope 2, and Scope 3 emissions, along with emission intensity, have been assured in accordance with GRI 305-1 (a), GRI 305-2 (a, b), GRI 305-3 (a), and GRI 305-4 (a) respectively.

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	23-24			
Patient Centricity					
GRI 3: Material Topics 2021	3-3 Management of material topics	20-22			
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	-	All	Not applicable	PureHealth is a healthcare service provider and does not manufacture or sell products. Patient health and safety is managed through clinical governance, quality assurance, and accreditation frameworks
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	No incidents of non-compliance concerning the health and safety impacts of services were recorded during the reporting period			
Waste Management and Circularity					
GRI 3: Material Topics 2021	3-3 Management of material topics	50-51			
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	50			
	306-2 Management of significant waste-related impacts	50			
	306-3 Waste generated	50 and 67			
	306-4 Waste diverted from disposal	50 and 67			
	306-5 Waste directed to disposal	50 and 67			
Diversity, Equity and Inclusion					
GRI 3: Material Topics 2021	3-3 Management of material topics	56-57			
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees ✓	56 and 63-64			
	405-2 Ratio of basic salary and remuneration of women to men	66			
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	55 and 66			

Note:
The diversity data for employees has been assured in accordance with GRI 405-1 (b-i, ii).

GRI standard/ other source	Disclosure	Page number	Omission		
			Requirement(s) Omitted	Reason	Explanation
Human Capital Empowerment					
GRI 3: Material Topics 2021	3-3 Management of material topics	54-59			
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	55-56 and 64			
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	57			
	401-3 Parental leave	65			
	GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	58 and 65		
404-2 Programmes for upgrading employee skills and transition assistance programmes		58-59			
404-3 Percentage of employees receiving regular performance and career development reviews		58 and 65			
Sustainable Infrastructure and Resource Management					
GRI 3: Material Topics 2021	3-3 Management of material topics	49-52			
GRI 302: Energy 2016	302-1 Energy consumption within the organisation ✓	50 and 67			
	302-2 Energy consumption outside of the organisation	-	All	Not applicable	At PureHealth, we don't have energy consumption outside the organisation
	302-3 Energy intensity	67			
	302-4 Reduction of energy consumption	-	All	Not applicable	PureHealth witnessed an increase in energy consumption between years 2024 and 2025
	302-5 Reductions in energy requirements of products and services	-	All	Not applicable	PureHealth witnessed an increase in energy consumption between years 2024 and 2025

Note:
The energy consumption data has been assured in accordance with GRI 302-1 (a), GRI 302-1 (b), and GRI 302-1 (c-i).

GRI standard/ other source	Disclosure	Page number	Omission		
			Requirement(s) Omitted	Reason	Explanation
Sustainable Infrastructure and Resource Management (continued)					
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	52			
	303-2 Management of water discharge-related impacts	-		Not applicable	PureHealth's operations do not involve direct water discharges
	303-3 Water withdrawal	52 and 67			
		There is negligible extraction of freshwater and hence 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 ✓	52 and 67			
Corporate Governance and Responsible Leadership					
GRI 3: Material Topics 2021	3-3 Management of material topics	15-19			
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	17-18			
	205-3 Confirmed incidents of corruption and actions taken	17			
GRI 206: Anti-competitive Behaviour 2016	206-1 Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	17			
Data Protection and Cybersecurity					
GRI 3: Material Topics 2021	3-3 Management of material topics	24			
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	24			

Note:
The water consumption data has been assured in accordance with GRI 303-5 (a).

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	26			
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	26			
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	Not applicable	PureHealth did not encounter any significant negative impacts across its supply chain
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	PureHealth did not encounter any significant negative impacts across its supply chain
Social Development and Impact					
GRI 3: Material Topics 2021	3-3 Management of material topics	38-42			
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programmes	-	All	Information unavailable/incomplete	PureHealth demonstrates commitment to local community engagement through volunteering and community development activities. However, efforts are underway to enhance structured tracking and impact assessment to enable more comprehensive reporting in future cycles. For more information, refer to pages 38-42
	413-2 Operations with significant actual and potential negative impacts on local communities	-	All	Not applicable	Based on the nature of operations, PureHealth does not have any significant actual or potential negative impacts on local communities. PureHealth maintains responsible operational practices to proactively manage any potential environmental and social considerations

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	55			
GRI 408: Child Labour 2016	408-1 Operations and suppliers at significant risk for incidents of child labour	55 and 66			
GRI 409: Forced or Compulsory Labour 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labour	55 and 66			
Workforce Health and Safety					
GRI 3: Material Topics 2021	3-3 Management of material topics	59-60			
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	59-60			
	403-2 Hazard identification, risk assessment, and incident investigation	59-60			
	403-3 Occupational health services	59-60			
	403-4 Worker participation, consultation, and communication on occupational health and safety	59-60			
	403-5 Worker training on occupational health and safety	59-60			
	403-6 Promotion of worker health	59-60			
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	59-60			
	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	65-66			
	403-10 Work-related ill health	65-66			
Access and Affordability					
GRI 3: Material Topics 2021	3-3 Management of material topics	14			
Disaster Preparedness					
GRI 3: Material Topics 2021	3-3 Management of material topics	25			

Appendix D – ADX Disclosures Content Index

Metric	Calculation	Narrative/Page Number
Environment		
E1. GHG Emissions	E1.1) Total amount in CO ₂ equivalents, for Scope 1 E1.2) Total amount, in CO ₂ equivalents, for Scope 2 (if applicable) E1.3) Total amount, in CO ₂ equivalents, for Scope 3 (if applicable)	Information can be found on pages 48 and 67
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 43, 48 and 67
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 50 and 67 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 page 67
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 52 and 67 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 policies? 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 30-36
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 30-36
E10. Climate Risk Mitigation	Total amount invested, annually, in climate related infrastructure, resilience, and product development	PureHealth conducted climate risk assessment that considers potential financial implications, which is showcased on page 49. However, the total amount invested in climate-related infrastructure and resilience was not comprehensively measured across PureHealth's portfolio. 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	This information is presented in the PureHealth's Annual Report
S2. Gender Pay Ratio	Ratio: Median male compensation to median female compensation	Details of this metric can be found on page 66
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 and contractors turnover year-on-year change can be found on page 64 Part-time employees data is not available or applicable across all locations and entities that fall under PureHealth's reporting boundary for this specific reporting period
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 56 and 63
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	Part-time employees data is not available or applicable across all 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 pages 55 and 66
S7. Injury Rate	Percentage: Frequency of injury events relative to total workforce time	Information can be found on pages 59 and 65-66
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 59-60

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 Information can be found on pages 55 and 66
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 57 and 65
S12. Community Investment	Amount invested in the community as a percentage of company revenues	0.15%
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 pages 16 and 64 For more information, refer to PureHealth's Annual Report
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 pages 17-18
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 pages 24 and 25
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	Yes Information can be found on page 6
G9. External Assurance	Are your sustainability disclosures assured or verified by a third-party audit firm? Yes/No	Sustainability Information for selected GRI disclosures for UAE and UK region have been externally assured by DNV AS Abu Dhabi. Information can be found on pages 6 and 78 in addition to the notes added in the GRI content index

Appendix E – SASB Content Index

Topic	Metric	Narrative/Page Number
Energy Management	(1) Total energy consumed	Information can be found on pages 50 and 67
	(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 50-51 and 67
	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 25
	(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	This information was not consolidated for the entire reporting boundary and period
	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	Information can be found on pages 65-66
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 55-56 and 64-65
	Description of talent recruitment and retention efforts for health care practitioners	Information can be found on pages 55-56
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 49
		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 were 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 Human Rights Policy/Position statement was put forward in collaboration with key stakeholders
A1.2 Whose human rights does the public commitment address?	Our Human Rights position statement and Sustainability and Social Impact Policy 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 Human Rights Policy and 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 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 Policy. 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 pages 55 and 66 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 19 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 31 of the Sustainability and Social Impact Report. As part of the double materiality assessment conducted previously, 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 31 of the 2025 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 pages 31-36 of the 2025 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 18 of the 2025 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 18 of the 2025 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
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?	

[GRI 2-5]

Appendix G – Assurance Statement



Independent Assurance Statement

PureHealth Holding PJSC

PureHealth Holding PJSC, Al Dar HQ Building, Al Raha Beach, P.O Box 144443, Abu Dhabi, United Arab Emirates ("Company") commissioned DNV AS - Abu Dhabi, ("DNV", "us" or "we") to conduct a **limited level assurance** of Selected Sustainability Information of the Company, presented in Sustainability Report (the "Report"), covering the reporting period 1st January 2025 to 31st December 2025 (Year 2025).



Our Conclusion: Based on the verification procedures performed, agreed-upon scope of work and 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 agreed scope of our work includes providing a limited level of assurance on the "Selected Sustainability Information" covering the Company's non-financial performance for the reporting year ended 2025. Our work is limited to the verification of key performance indicators ("KPIs") referred to as the Selected Sustainability Information, disclosed in the PureHealth group Sustainability Report 2025 (the "Report"). The selected sustainability information is presented in Annexure A to this assurance statement.

These KPIs have been reported by the Company in accordance with the applicable reporting criteria, as outlined below, and are derived from disclosures prepared using the Global Reporting Initiative ("GRI") Standards. The reported topic boundaries of non-financial performance are based on Company's operations in UAE and UK (Circle health group-UK) as described in the Report.

The boundary for the assignment covers the performance of the Company's operations only in United Arab Emirates and the United Kingdom (Circle health group-UK) that fall under the direct operational control of the Company's legal structure unless otherwise specified in 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, b), GRI 302-1(c- i), 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 Standards

Company has prepared its selected sustainability information for this assurance engagement with reference to the requirements of the below

- ✓ Global Reporting Initiative (GRI) Standards

DNV has carried out this customized "data only" engagement based on our professional experience and international assurance practice, and the International Standard on Assurance Engagements, (ISAE 3000 (revised)) - Assurance Engagements other than Audits or Reviews of Historical Financial Information. Additionally, 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.

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DNV AS - Abu Dhabi Branch is part of DNV - Assurance Activities, a global provider of certification, verification, assessment and testing services, helping clients achieve their sustainability goals and improve performance.

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Basis of our conclusion

As part of the assurance process, a multi-disciplinary team of assurance specialists performed assurance work for the selected Sustainability Information of the Company. We adopted a risk-based approach, that is, we concentrated our assurance efforts on 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/managers/data owners 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 audits of the Company's UAE and UK operations (Circle health group) 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 limitations 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 with 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.

June 24, 2026

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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 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 with the Company. The assurance engagement assumes that the data and information provided to us are complete, sufficient, and true. DNV disclaims any liability or co-responsibility for any decision a person or entity would make based on this assurance statement. The assurance activity was carried out from April 2026 to June 2026 by a team of qualified assessors.

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DNV AS - Abu Dhabi Branch

 Digitally signed by Vikas Bankar DN: cn=Vikas Bankar, o=DNV, ou=UAE, email=Vikas.Bankar@dnv.com, c=AE Date: 2026.06.24 09:07:26 +05'30'	Sharma, Anjana Digitally signed by Sharma, Anjana DN: cn=Anjana Sharma, o=DNV, ou=UAE, email=Anjana.Sharma@dnv.com, c=AE Date: 2026.06.24 15:05:58 +05'30'
Vikas Bankar Lead Verifier	Anjana Sharma Technical Reviewer

June 24, 2026

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Annexure A - List of Verified GRI disclosures in scope for PureHealth - UAE operations and UK operations (Circle Health group)

GRI Standard	Disclosure	Requirement	UoM	Verified Values	
				UAE	Circle Health (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	261,427	264,420
				- Natural gas - 19,478 - Diesel (100% mineral diesel) - 80,210 - LPG-3,793 - Petrol (100% mineral petrol) - 157,946	- Natural gas - 239,894 - Diesel (average biofuel blend) - 15,208 - LPG - 220 - Petrol (average biofuel blend) - 191 - Gas oil - 54 - Coal - 8,845 - Burning oil - 8
		b. Total fuel consumption within the organization from renewable sources, in joules or multiples, and including fuel types used	Gigajoules	NA	Biodiesel HVO - 587
GRI 303: Water and Effluents 2018	303-5 Water consumption	a. Total water consumption from all areas in megaliters.	Megalitres	2,947	353
		GRI 305: Emissions 2016			
		305-1 Direct (Scope 1) GHG emissions	inCO2eq	63,315	22,213
GRI 305: Emissions 2016	305-2 Energy indirect (Scope 2) GHG emissions	a. Gross direct (Scope 1) GHG emissions in metric tons of CO2 equivalent.	inCO2eq	226,662	9,234
		b. If applicable, gross market-based energy indirect (Scope 2) GHG emissions in metric tons of CO2 equivalent.	inCO2eq	226,662	9,234
		305-3 Other indirect (Scope 3) GHG emissions	inCO2eq	391,278	112,306
GRI 305: Emissions 2016	305-4 GHG emissions intensity	a. GHG emissions intensity ratio for the organization	inCO2eq per million AED revenue	34	22

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GRI Standard	Disclosure	Requirement	UoM	Verified Values	
				UAE	Circle Health (UK)
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 and Percentage	i. Male: 10,743 (38.1%) and Female: 17,458 (61.9%) ii. Age group: • under 30 years old: 3,598 (12.8%) • 30 to 50 years old: 20,438 (72.5%) • Overs 50 years old: 4,165 (14.8%)	i. Male: 2,244 (22.5%) and Female: 7,712 (77.5%) ii. Age group: • under 30 years old: 1,349 (13.8%) • 30 to 50 years old: 4,495 (45.1%) • Overs 50 years old: 4,092 (41.1%)

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Appendix H – Glossary of Terms and Abbreviations

Abbreviation	Full Form
AAHRPP	Association for the Accreditation of Human Research Protection Programs
ABC	Anti-Bribery and Corruption
ADHICS	Abu Dhabi Healthcare Information and Cyber Security Standard
AE/SCNS	Abu Dhabi Emergency, Crisis and Disaster Management Authority Standard
ADOSH SF	Abu Dhabi Occupational Safety and Health System Framework
ADPHC	Abu Dhabi Public Health Center
ADX	Abu Dhabi Securities Exchange
AED	United Arab Emirates Dirham
AfPP	Association for Perioperative Practice
AHA	American Heart Association
AHS	Ambulatory Healthcare Services
AI	Artificial Intelligence
ALARP	As Low As Reasonably Practicable
API	Application Programming Interface
ARC	Audit and Risk Committee
B	Billion
BCM	Business Continuity Management
BCP	Business Continuity Plan
BoD	Board of Directors
CARF	Commission on the Accreditation of Rehabilitation Facilities
CDP	Carbon Disclosure Project
CDSS	Clinical Decision Support Systems
CEO	Chief Executive Officer
CIP	Critical Infrastructure and Projects
CMT	Crisis Management Team
CSAA	Compliance Self-Assurance Assessment
CSR	Corporate Social Responsibility
CSRD	Corporate Sustainability Reporting Directive
DEFRA	Department for Environment, Food & Rural Affairs (UK)

Abbreviation	Full Form
DESNZ	Department for Energy Security and Net Zero (UK)
DoH	Department of Health
ECMO	Extracorporeal Membrane Oxygenation
EDC	Emirati Development Center
EHR	Electronic Health Record
EPA	Environmental Protection Agency (US)
ER	Emergency Room
ER ECPR	Emergency Room Extracorporeal Cardiopulmonary Resuscitation
ESG	Environment, Social, and Governance
EUR	Euro
EWC	Emirati Women Chapter
EV	Electric Vehicle
FHIR	Fast Healthcare Interoperability Resources
FMS	Facility Management System
FTE	Full-Time Equivalent
GCC	Gulf Cooperation Council
GDPR	General Data Protection Regulation
GHG	Greenhouse Gas
GJ	Gigajoule
GPS	Global Positioning System
GRI	Global Reporting Initiative
GWP	Gross Written Premium
HCPs	Healthcare Professionals
HHG	Hellenic Healthcare Group
HVO	Hydrotreated Vegetable Oil
IC	Investment Committee
ICV	In-country value
IBD	Inflammatory Bowel Disease
IBPC	International Best Practice Competition
ID	Identification
IFRS	International Financial Reporting Standards
IHF	International Hospital Federation

Abbreviation	Full Form
IoT	Internet of Things
ISAE	International Standard on Assurance Engagements
ISSB	International Sustainability Standards Board
ISMS	Information Security Management System
ISO	International Organisation for Standardisation
IT	Information Technology
JCI	Joint Commission International
K	Thousand
M	Million
M&A	Merger & Acquisition
MENA	Middle East and North Africa
MOCCAE	Ministry of Climate Change and Environment
MSCI	Morgan Stanley Capital International
MS	Multiple Sclerosis
MTCO ₂ e	Metric Tons of Carbon Dioxide Equivalent
NCEMA	National Emergency Crisis and Disaster Management Authority
NGOs	Non-governmental organisations
NHS	National Health Service (UK)
NPS	Net Promoter Score
NRC	National Rehabilitation Center
NSOC	National Security Operations Center
NSRC	National Search and Rescue Centre
OECD	Organisation for Economic Co-operation and Development
OSH	Occupational Health and Safety
OSHAD	Abu Dhabi Safety and Health System Framework
OSHMS	Occupational Safety and Health Management System
PCAF	Partnership for Carbon Accounting Financials
PCI	Prevention and Control of Infection
PDPL	The UAE Personal Data Protection Law
PDSA	Plan-Do-Study-Act
PPE	Personal Protective Equipment

Abbreviation	Full Form
PJSC	Public Joint Stock Company
P&O	People & Organisation
RCSI	Royal College of Surgeons in Ireland
RIDDOR	Reporting of Injuries, Diseases and Dangerous Occurrences Regulations
SASB	Sustainability Accounting Standards Board
SASE	Secure Access Service Edge
SBTi	Science Based Targets Initiative
SCA	Securities and Commodities Authority
SDG	United Nations Sustainable Development Goals
SEHA	Abu Dhabi Health Services Company
SKMC	Sheikh Khalifa Medical City
SMA	Spinal Muscular Atrophy
SMS	Strategic Medical Stockpile
SOC	Security Operations Centre
SSI	Sustainability and Social Impact
SSMC	Sheikh Shakhbout Medical City
STV	Short-Term Variable
TCFD	Task Force on Climate-Related Financial Disclosures
TLC	The Life Corner
TMO	The Medical Office
TRF	The Total Rewards Framework
UAE	United Arab Emirates
UK	United Kingdom
UNGP	United Nations Guiding Principles on Business and Human Rights
US	United States
USD	United States Dollar
UPP	Unified Purchasing Programme

LONGEVITY OF
THE PEOPLE

NOT POSSIBLE
WITHOUT

LONGEVITY OF
THE PLANET

PUREHEALTH⁺

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