



**METRO PACIFIC HEALTH**  
THE HEART OF FILIPINO HEALTHCARE

2022 SUSTAINABILITY REPORT



**SUSTAINABLE  
HEALTHCARE  
FOR EVERY FILIPINO**



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## How to Read this Report:

To effectively navigate this Sustainability Report, utilize the GRI (Global Reporting Initiative) and Sustainability Accounting Standards Board (SASB) content index provided. Each piece of information disclosed in this report is accompanied by a number below the heading, which corresponds to the cross-reference in the GRI and SASB content index. Use these numbers to easily locate and reference specific details, ensuring a comprehensive understanding of the disclosed sustainability information.





# About the Report

2-1,2-3,2-6



2022 SUSTAINABILITY REPORT



**SUSTAINABLE  
HEALTHCARE  
FOR EVERY FILIPINO**

This report embodies Metro Pacific Health's revitalized purpose to provide quality, affordable healthcare to all. It also represents our company's ambition to become a leader in applying sustainability principles to hospital operations and public health programs.

Formerly known as Metro Pacific Hospital Holdings, Inc. (MPHHI), we amended our corporate name to Metro Pacific Health (MPH) to reflect our expanded healthcare services beyond owning, managing, and operating hospitals. Our new brand represents our company's diverse portfolio of healthcare ventures, including hospitals, clinics, laboratories, and health technology platforms.

Supplementing our new corporate name, we commit to a new brand promise of delivering integrated quality healthcare services that are both accessible and sustainable. As the Philippines' largest hospital group, we envision, along with our affiliates and subsidiaries, a future where our expanded network continuously delivers high-quality, sustainable, compassionate, patient-centered care and is recognized as one of Asia's most innovative and trusted.

Complementing our hospitals' various client-centric initiatives, we commit to measuring, tracking, and reporting non-financial metrics that reflect our governance and performance vis-à-vis the environment and the communities we serve. As we believe that whatever gets measured gets managed, we are now reporting on our Environmental, Social, and Governance (ESG) commitments and responsibilities.



This report covers the performance of our company from January 1 to December 31, 2022, with highlights on initiatives primarily driven by the head office and rolled out and implemented across the network. We provide substantial discussion on our integrated governance framework based on the GLOCAL approach, a multi-stakeholder local governance mechanism encapsulating the "think globally, act locally" concept. While we gear up for an expanded scope next year and the succeeding years thereafter, this inaugural publication emphasizes the ESG footprints of the four hospitals of the group (the "Covered Hospitals") that are relatively more advanced in terms of tracking, measuring, and reporting the ESG KPIs. The Covered Hospitals are as follows:

1. Asian Hospital and Medical Center,
2. Cardinal Santos Medical Center,
3. Davao Doctors Hospital (Clinica Hilario, Inc.), and
4. Makati Medical Center, including their affiliated clinics, outpatient centers, and charities and foundations.

In defining our reporting parameters, we have followed the guidelines and requirements of the Global Reporting Initiative (GRI) Standards and applied the Sustainability Accounting Standards Board (SASB) Framework.

As this is our first time undergoing the sustainability reporting process, the management and the Board have deemed it proper to focus on building internal systems before engaging in external assurance.

#### Sustainability Contact Details:

Sustainability efforts at MPH are driven and managed by the Corporate Governance and ESG Committee of the Board. The company aims to establish a stand-alone Environmental, Social and Governance (ESG) Department, which will start its independent function upon the appointment of a Chief ESG Officer.

In the interim, the ESG workstream, including the production of this report, is driven by MPH's Legal and Compliance Department. ESG leads from various key departments in each subsidiary and affiliate were identified and contracted to help produce this publication.

You may reach out us if you have any further questions to this report at:

**Atty. Jane Catherine Rojo Tiu**  
Chief Legal & Compliance Officer  
compliance@mph.com.ph



# Statement of the Board

2-22



The Board of Directors at Metro Pacific Health Corporation (“MPH”) upholds the highest standards of corporate governance and ensures that sustainable development is an integral aspect of the company’s overall strategy and performance. The Board steers the company towards maintaining its position as an ethical and socially responsible private healthcare service provider. Recognizing its impact as the largest private hospital network in the country, the Board is deliberate in taking steps to ensure that the company’s mission and vision are geared towards sustainable practices based on ESG metrics and a number of identified Sustainable Development Goals (SDGs), some of which are enumerated below.

MPH and its hospital network (the “Group”) take pride in delivering excellent healthcare while contributing positively to environmental, social, and governance impacts. Each year, significant steps are taken towards aligning with robust, material, and constantly-expanding ESG objectives.

A pivotal move by the Board was establishing the Corporate Governance and ESG Committee in November 2022, led by Mr. Dennis Montecillo as its Chairman.

This committee demonstrates MPH’s commitment to sustainable practices at its highest governance body.

This year, the Board supported the inaugural publication of MPH’s Sustainability Report. The report highlights ESG initiatives across the network and emphasizes the ESG footprints of the four hospitals of the Group (the “Covered Hospitals”) that are relatively more advanced in terms of tracking, measuring, and reporting on ESG KPIs. The Covered Hospitals which include Cardinal Santos Medical Center and the three public companies of the Group – Asian Hospital and Medical Center, Davao Doctors Hospital, and Makati Medical Center – developed their respective stand-alone reports that provide key performance areas identified by leaders and stakeholders of the Group.

For the 2023 Sustainability Report, this will expand to include select ESG KPIs for all existing subsidiaries within the covered period, focusing on Employee Engagement, Good Governance, and Scope 1 and Scope 2 GHG emissions like gas and electricity consumption, among others.

Further down the line, the Group will establish ESG committees in all network subsidiaries, ensuring sustainability discussions and commitment to ESG priorities at leadership levels and within hospital working committees.

The MPH CG and ESG committee will continually monitor achievements, address challenges, and bridge gaps related to ESG goals set by the Company.

All these foregoing initiatives showcase the Board’s commitment to integrating sustainability into governance, demonstrating MPH’s dedication to responsible corporate citizenship and prioritizing a business strategy that steers the Company towards a future where ethical considerations remain central to decision-making processes.

A handwritten signature in black ink, appearing to read 'M. V. Pangilinan'.

**Manuel V. Pangilinan**

**Chairman**



# Statement from Our President <sup>2-22</sup>

Dear Stakeholders,

As we gather to reflect on the journey that has led us to the publication of this sustainability milestone, I remember the year 2007 when Metro Pacific Health took its first step through our inaugural hospital acquisition. It was a time of excitement despite uncertainties as we embarked on reshaping the delivery of healthcare services in the Philippines.

From our first investment in Makati Medical Center until our growth to 19 hospitals as of December 2022, we were committed to ensuring that our operations were not only ethical and financially robust but also sustainable in every sense of the word. While a formal sustainability framework was absent in those early days, our operations were driven by a profound awareness of our responsibility to positively impact the People we serve and collaborate with, to drive Progress that is both meaningful and measurable, and to safeguard the Planet from the repercussions of our daily operations.

Our journey toward sustainability was not born from deliberate planning but rather from the

natural desire to do well and do good. Over the years, our actions have unwittingly aligned with the triple bottom line principles (People, Progress, Planet), even though our contributions were not intentionally orchestrated along these lines. We owe our gratitude to the diverse array of past and current stakeholders whose insights and guidance prompted us to recognize the significance of our efforts and the potential for growth in this area. We have transitioned from unintentional contributors to purposeful architects of positive change. Embracing the principles of Environmental, Social, and Governance (ESG) metrics, we are now weaving sustainability into the very fabric of our business operations. It is heartening to witness our company evolve into an entity that not only works for economic values but also shapes a future that balances profitability with social and environmental stewardship.

With compassion and care already integrated into our brand ethos, our commitment to sustainability will be methodical and intentional as we move forward. We will meticulously track, manage, and develop strategies along ESG metrics to ensure our operations

leave a lasting positive imprint. Our aim is not just to be leaders in healthcare but also sustainability, setting an example for our industry.

Together, we embark on this new chapter with determination and optimism, confident in our ability to catalyze meaningful change, just as we did 16 years ago. Thank you for being a part of this journey and helping us become better stewards of the People, Progress, and Planet that we hold dear.

Sincerely,



**Augusto P. Palisoc Jr.**





# Message from our Chief Executive Officer

2-22



Dear Stakeholders,,

For over 16 years, Metro Pacific Health (MPH) has been a bastion of strength in the Philippine healthcare landscape. What began in 2007 with the acquisition of a single hospital, Makati Medical Center, has grown into the country's largest hospital network by 2022, comprising 19 hospitals, 23 outpatient care centers, six cancer care centers, and two allied health colleges. Our journey has been guided by an unwavering commitment to excellence and a genuine compassion for our patients, enabling us to overcome numerous challenges and emerge as a leading healthcare provider.

The last few years were an unprecedented test of our commitment and resilience. The COVID-19 pandemic pushed the Philippine health sector and private hospitals to their limits. Our priority was to protect our healthcare workers, provide quality care to patients, and ensure the safety of all our employees and neighboring communities. Despite facing immense challenges, our dedication to providing quality healthcare has never wavered.

We implemented robust safety protocols, expanded our healthcare facilities, and leveraged technology for remote consultations. It was a testament to the dedication and hard work of our healthcare professionals and administrators who worked round the clock, even risking their health to care for the sick.

In 2022, galvanized by the amazing strength of our teams, we took a significant step in our journey by rebranding from MPHHI to MPH. This was not just a marketing exercise; it symbolized our evolution and commitment to the future in deep ways that are intrinsic to our character and spirit as a company. We sought to establish a renewed identity that reflects our core values of innovation, compassion, and inclusivity. The rebranding initiative was a resounding success, resonating with our stakeholders and reaffirming our position as a healthcare leader in the Philippines.

At the heart of our new MPH brand lies a deeper purpose: our goal to be the beating heart of Philippine healthcare. With this vision, we aim to transform

healthcare by embracing cutting-edge technology and pioneering new approaches to patient care. We are committed to empowering individuals to take charge of their health and well-being while fostering a culture of empathy and inclusivity. Our brand now stands for accessibility and affordability, ensuring quality healthcare reaches every corner of the nation.

Sustainability is now at the core of MPH's growth strategy and expansion plans. We believe that the pursuit of sustainability not only aligns with our ethical responsibilities but also drives profitability and resilience. By integrating sustainable practices into our operations, we can reduce costs, increase efficiency, and attract socially conscious investors and partners. We are dedicated to reducing our environmental impact, promoting community well-being, and nurturing a diverse and inclusive workforce.

As a result of these strategic initiatives, MPH reached numerous milestones captured in this pioneering report covering our triple-bottom-line approach to healthcare. In these pages, we share our operational highlights

and performance across the four hospitals initially covered in this first sustainability report. Our commitment to quality care, patient safety, and continuous improvement has driven these successes.

Looking ahead, we are excited about the future and the opportunities ahead. We will continue investing in the latest medical technologies, expanding our network, and enhancing our services to serve our patients better. Our dedication to sustainability will remain unwavering, and we will strive to set new benchmarks in responsible healthcare practices.

As we progress, I invite you to join us on this journey of innovation, compassion, and sustainability. Together, we will create a brighter and healthier future for our communities and the nation.

With gratitude and determination,

  
Dr. Harish Pillai



# About Us <sup>2-1</sup>

Metro Pacific Health (MPH) is the largest private hospital group in the Philippines, combining world-class medical excellence with renowned Filipino compassion and care.

Since we started in 2007 as Metro Pacific Hospitals Holdings Inc. (MPHHI), our patients have always been front and center in our operations. Our strong customer focus enabled us to grow from a single hospital into one of the country's largest private hospital networks, spanning 19 hospitals, 23 outpatient care centers, six cancer care centers, two allied health colleges, and a centralized laboratory. Our group now operates in all major regions of the Philippines with a vision to grow further into one of Southeast Asia's most innovative and trusted hospital networks.

In 2022, our company rebranded into Metro Pacific Health to emphasize our growing leadership and commitment to providing quality yet affordable healthcare for all. The revitalized MPH brand symbolizes our vision to achieve a more inclusive future for Filipinos in line with the concerted goal,

to operate and make a lasting difference in critical development areas.

Today, MPH is uniquely positioned to bridge gaps in healthcare delivery through the latest digital solutions. Patient-centricity is the cornerstone of our ongoing digital transformation. We strive to create a seamless healthcare experience, implementing electronic medical records, virtual care platforms, dynamic online portals, and robust hospital information systems.

Combining world-class medical services with warmth and empathy, we ensure that the practices in all our hospitals and care centers improve people's well-being and our community's overall physical health.

We are known for serving from the heart and with the highest level of medical expertise. We invest in the latest medical science and data technologies, harnessing the latest knowledge to deliver the best possible medical care for more communities in pursuit of national and global sustainability goals.

## MISSION

We deliver integrated quality healthcare services that are accessible and sustainable.

We provide excellent and holistic care with compassion.

We help develop competent medical and clinical professionals.

We contribute to nation building by enabling a healthier Philippines.

## VISION

We are the leading and most valued integrated healthcare network in the Philippines delivering high-quality, sustainable, compassionate, client-centered care, and is recognized as one of Asia's most trusted healthcare providers.



### OUR CORE VALUES <sup>2-23, 2-25</sup>

#### People Centeredness

We care for our patients with compassion. We take good care of our doctors and employees and help them grow with us. We treat our customers and partners with respect. We believe in collaboration and shared leadership.

#### Excellence

We uphold the highest standards of safety and quality. We deliver excellent outcomes in all that we do.

#### Innovation

We continuously improve the way we work and the way we care for our patients.

#### Good Stewardship

We use the resources entrusted to us efficiently and effectively. We give back to the communities we wish to serve.

#### Integrity

We are always worthy of the trust of our stakeholders as we conscientiously do the right things right every time.



### OUR MISSION <sup>2-23, 2-25</sup>

We deliver integrated quality healthcare services that are accessible and sustainable.

We provide excellent and holistic care with compassion.

We help develop competent medical and clinical professionals.

We contribute to nation-building by enabling a healthier Philippines.



### OUR VISION <sup>2-23, 2-25</sup>

We will be the leading and most valued integrated healthcare network in the Philippines, delivering high-quality, sustainable, compassionate, patient-centered care.

We will be recognized as one of Asia's most innovative and trusted healthcare providers.

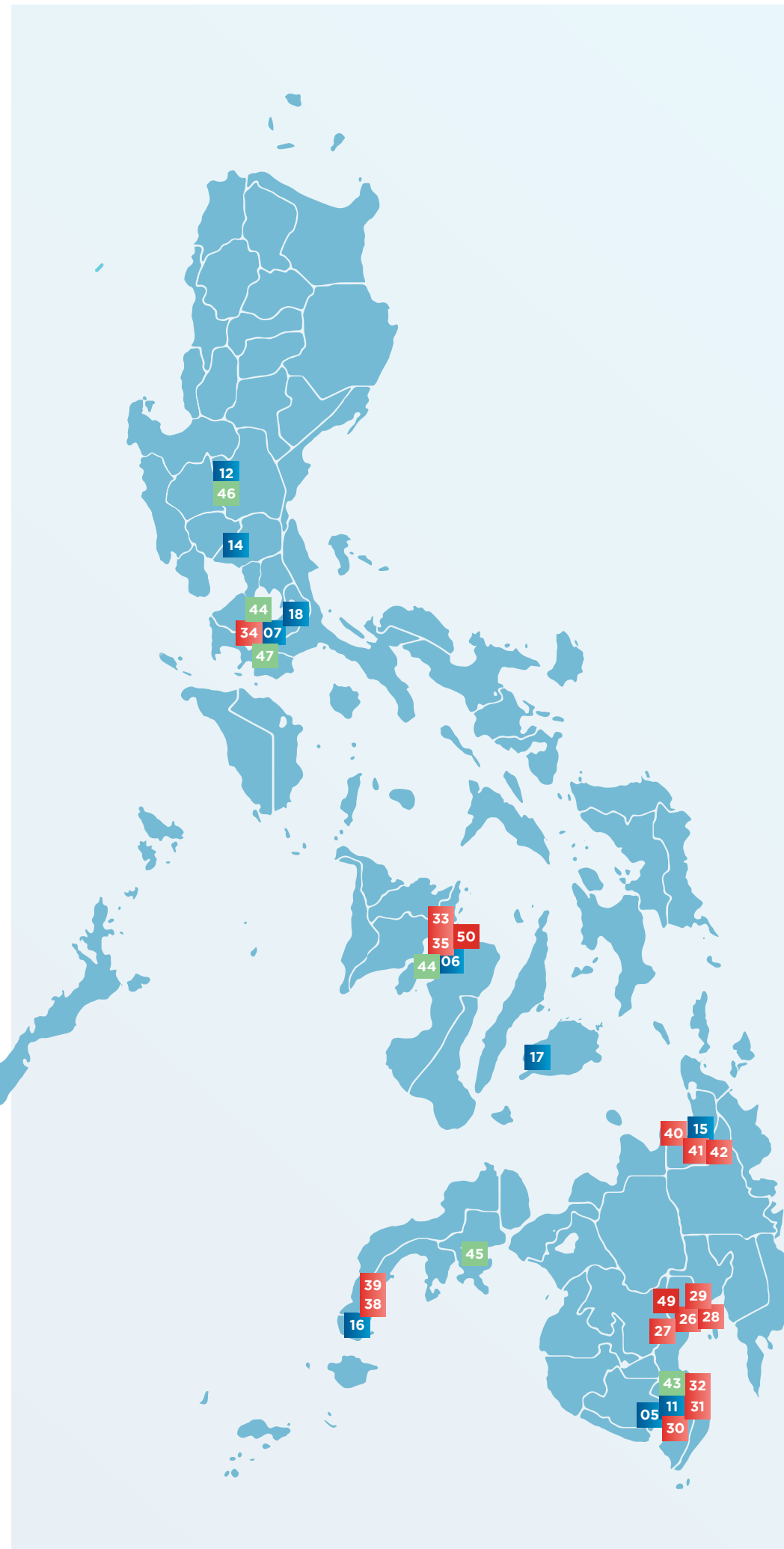
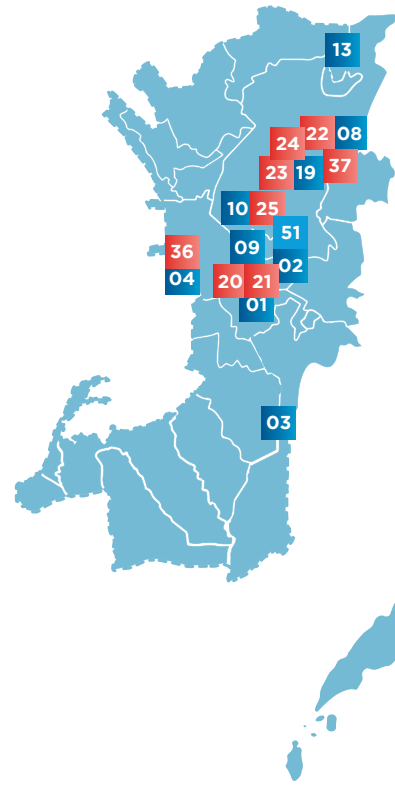


# Our Hospitals and Facilities

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## OUR HOSPITALS

- 01** Makati Medical Center
- 02** Cardinal Santos Medical Center
- 03** Asian Hospital and Medical Center
- 04** Manila Doctors Hospital
- 05** Davao Doctors Hospital
- 06** Riverside Medical Center
- 07** Calamba Medical Center
- 08** Marikina Valley Medical Center
- 09** Our Lady of Lourdes Hospital
- 10** De Los Santos Medical Center
- 11** St. Elizabeth Hospital
- 12** Central Luzon Doctors' Hospital
- 13** Commonwealth Hospital and Medical Center
- 14** Sacred Heart Hospital of Malolos
- 15** Manuel J. Santos Hospital
- 16** West Metro Medical Center
- 17** Ramiro Community Hospital
- 18** Los Baños Doctors Hospital and Medical Center
- 19** Dr. Jesus C. Delgado Memorial Hospital



## OUR OUTPATIENT CARE CENTERS & CLINICS

- 20** MakatiMed Wellness Center
- 21** MakatiMed Discovery Primea
- 23** MakatiMed Araneta City
- 24** Cardinal Santos Kidney Care Center
- 25** Cardinal Santos - Meralco Corporate Wellness Center
- 26** Cardinal On Wheels
- 27** Davao Doctors Lab N Go
- 28** Davao Doctors Care Center - Dumoy
- 29** Davao Doctors Care Center - SM Lanang
- 30** Davao Doctors Hospital - SM City Davao
- 31** St Elizabeth Primary Care Center - Alabel
- 32** St Elizabeth Primary Care Center - Main
- 33** St Elizabeth Express Care Center
- 34** Calamba Medical - Our Health Center
- 35** Una Konsulta
- 36** Manila Doctors Roving-Med
- 37** Marikina Valley Out Patient Care Center
- 38** West Metro Primary Care Center
- 39** West Metro Kidney Care Center
- 40** MJ Santos Primary Care Center Nasipit
- 41** MJ Santos Renal Care Center
- 42** MJ Santos Primary Care Center - Main

## OUR CANCER CARE CENTERS

- 43** Riverside Bacolod Cancer Care Center
- 44** St. Elizabeth Cancer Care Center
- 45** Calamba Cancer Center
- 46** West Metro Cancer Center
- 47** Remedios P. Quirino Cancer Center
- 48** Lipa Medix Cancer Center

## OUR ALLIED HEALTH COLLEGES

- 49** Davao Doctors College
- 50** Riverside College

## OUR CENTRALIZED LABORATORY

- 51** Medi Linx Laboratory Inc



Metro Pacific Health's commitment to exceptional healthcare extends beyond our hospitals to encompass a network of allied facilities. Our two Allied Health Colleges are educational powerhouses, cultivating over 8,000 students in diverse healthcare fields. The centralized laboratory, a beacon of precision and efficiency, supports our entire network with state-of-the-art diagnostic services. Together, these institutions strengthen our mission to deliver holistic and accessible healthcare to Filipinos, underlining our promise of quality and innovation to our stakeholders.

**Makati Medical Center**

(Level 3 DOH Hospital, 600 Authorized Bed Capacity)  
Location: Makati City

- MakatiMed Wellness Center  
Location: Makati City
- MakatiMed Discovery Primea  
Location: Makati City
- MakatiMed Araneta City  
Location: Quezon City
- Medi Linx Laboratory Inc  
Location: Makati City

**Cardinal Santos Medical Center**

(Operated and managed by Colinas Verdes Hospital Managers Corporation)  
(Level 3 DOH Hospital, 296 Authorized Bed Capacity)  
Location: San Juan City

- Cardinal Santos Kidney Care Center  
Location: Mandaluyong City
- Colinas Healthcare, Inc.  
Location: Meralco Corporate Wellness Center, Pasig City
- Cardinal Medical Charities Foundation, Inc.  
Location: San Juan City

**Asian Hospital and Medical Center**

(Level 3 DOH Hospital, 297 Authorized Bed Capacity)  
Location: Muntinlupa City

**Manila Doctors Hospital**

(Level 3 DOH Hospital, 300 Authorized Bed Capacity)  
Location: Manila City

- Manila Doctors Roving-Med  
Location: Ermita, Manila City

**Davao Doctors Hospital**

(Level 3 DOH Hospital, 250 Authorized Bed Capacity)  
Location: Davao City

- Davao Doctors Lab N Go  
Location: Davao City
- Davao Doctors Care Center - Dumoy  
Location: Talomo, Davao City
- Davao Doctors Care Center - SM Lanang  
Location: SM Lanang, Davao City
- Davao Doctors Hospital - SM City Davao  
Location: SM City Davao, Davao City
- Davao Doctors College  
Location: Davao City, Davao del Sur

**Riverside Medical Center**

(Level 3 DOH Hospital, 283 Authorized Bed Capacity)  
Location: Bacolod City

- Una Konsulta  
Location: Bacolod City
- Riverside Bacolod Cancer Care Center  
Location: Bacolod City
- Riverside College  
Location: Bacolod City

**Calamba Medical Center**

(Level 2 DOH Hospital, 114 Authorized Bed Capacity)  
Location: Calamba City

- Calamba Medical - Our Health Center  
Location: Calamba City
- Calamba Cancer Center  
Location: Calamba, Laguna

**Marikina Valley Medical Center**

(Level 2 DOH Hospital, 151 Authorized Bed Capacity)  
Location: Marikina City

- Marikina Valley Out Patient Care Center  
Location: Marikina City

**Our Lady of Lourdes Hospital**

(Level 3 DOH Hospital, 230 Authorized Bed Capacity)  
Location: Manila City

**De Los Santos Medical Center**

(Level 3 DOH Hospital, 150 Authorized Bed Capacity)  
Location: Quezon City

**St. Elizabeth Hospital**

(Level 3 DOH Hospital, 273 Authorized Bed Capacity)  
Location: General Santos City

- St Elizabeth Primary Care Center - Alabel  
Location: Alabel, Sarangani
- St Elizabeth Primary Care Center - Main  
Location: General Santos City
- St Elizabeth Express Care Center  
Location: General Santos City
- St. Elizabeth Cancer Care Center  
Location: General Santos City

**Central Luzon Doctors' Hospital**

(Level 3 DOH Hospital, 150 Authorized Bed Capacity)  
Location: Tarlac City

- Remedios P. Quirino Cancer Center  
Location: Tarlac City

**Commonwealth Hospital and Medical Center**

(Level 2 DOH Hospital, 148 Authorized Bed Capacity)  
Location: Quezon City

**Sacred Heart Hospital of Malolos**

(Level 2 DOH Hospital, 97 Authorized Bed Capacity)  
Location: Malolos City

**Manuel J. Santos Hospital**

(Level 2 DOH Hospital, 100 Authorized Bed Capacity)  
Location: Butuan City

- MJ Santos Primary Care Center Nasipit  
Location: Nasipit, Agusan del Norte
- MJ Santos Renal Care Center  
Location: Butuan City
- MJ Santos Primary Care Center - Main  
Location: Butuan City, Mindanao

**West Metro Medical Center**

(Level 2 DOH Hospital, 110 Authorized Bed Capacity)  
Location: Zamboanga City

- West Metro Primary Care Center  
Location: Zamboanga City
- West Metro Kidney Care Center  
Location: Zamboanga City
- West Metro Cancer Center  
Location: Zamboanga del Sur

**Ramiro Community Hospital**

(Level 2 DOH Hospital, 118 Authorized Bed Capacity)  
Location: Tagbilaran City, Bohol

**Los Baños Doctors Hospital and Medical Center**

(Level 2 DOH Hospital, 80 Authorized Bed Capacity)  
Location: Los Baños City, Laguna

**Dr. Jesus C. Delgado Memorial Hospital**

(Level 2 DOH Hospital, 65 Authorized Bed Capacity)  
Location: Quezon City

**Howard Hubbard Memorial Hospital (HHMH)**

(Level 1 DOH Hospital, 50 Authorized Bed Capacity)  
Location: Cannery Site, Polomolok, Timog Cotabato

**Lipa Medix Cancer Center**

Location: Lipa City





# Highlights of the Year

At a time when environmental and social issues have become increasingly urgent and complex, MPH recognizes that our company and network of hospitals must do more and assume a broader and more active role in fostering societal and planetary stewardship. Public service is at the heart of healing, and we are here to highlight the social and ethical dimensions inherent in our duty and purpose as medical professionals.

2022 marks a milestone for the MPH group of hospitals as we officially integrate environmental and social metrics and aspects into our business and operational strategies. Our hospitals count among the Philippines' oldest and most successful hospital institutions, with a proven track record of upholding the highest standards in healthcare. We, therefore, do not take our transition into a more sustainable business model lightly.

With a framework firmly rooted in Environmental, Social, and Governance (ESG) principles, MPH embraced eight ESG Pillars to drive initiatives that positively impact our network. Our eight ESG Pillars are:

## Our People and the Patients we Serve

1. Patient Centricity
2. Employee Empowerment

## Our Organization

3. Accountability & Transparency
4. Purposeful Partnership

## Our Environment

5. Climate Action
6. Mitigation of Adverse Impact

## Our Local Community

7. Healthcare Accessibility
8. Positive Social Impact

## Our People and the Patients We Serve: 404-2

Putting people first has always been a cornerstone of the MPH brand. In 2022, our company undertook new programs that fostered a heightened sense of responsibility toward the well-being of our employees, patients and local communities. Below are the key initiatives we implemented and accomplished for this reporting year:



## Rebranding from MPHHI to MPH (Metro Pacific Health)

In a transformative move reflecting our expanded vision, MPHHI re-introduced itself as Metro Pacific Health or MPH. This rebranding marks a pivotal shift, embodying our new holistic approach to healthcare. The company name, once tied to hospitals, now embraces the entire spectrum of healthcare services, encapsulating a comprehensive range of solutions that cater to the diverse needs of patients.



This strategic evolution reflects our organization's growth and ushers in a more encompassing and integrated approach to healthcare delivery in the Philippines. From preventative measures to curative treatments, from rural areas to urban centers, MPH is ready to address the full spectrum of health-related concerns nationwide.

## "The Heart of Filipino Healthcare": A Deeper Commitment

Our rebranding to MPH, embodied by the tagline "The Heart of Filipino Healthcare," underpins every facet of the organization's existence. This phrase transcends marketing rhetoric. For our network, it is a powerful declaration of MPH's dedication to placing the health and well-being of every Filipino at the core of operations.

The rebranding captures MPH's vision, vigor, and values. With every decision, innovation, and service provided, MPH aims to impact the Filipino population's health positively. Just as the heart is essential for sustaining life, MPH seeks to be a vital and critical force in enriching lives, fostering well-being, and safeguarding the health of Filipinos.





## Empowering Excellence: Elevating Standards through Functional Expansion

Towards employee empowerment and organizational excellence, MPH established three new departments at the head office level to help refine our sustainability strategies and sharpen our focus on clinical outcomes, quality assurance, and patient experience, among other areas of improvement.

The creation of the Chief Medical Office, headed by our Chief Medical Officer, Dr. Benjamin Co, underlines our commitment to elevating our standard of care. With a competent team focused on enhancing treatment effectiveness, doctors' engagement, and patient well-being, we expect the clinical strategies of this office to become new benchmarks of excellence in the country.

Quality assurance also stands as a testament to our refreshed commitment to providing the highest level of care. Our new Quality Assurance department further reaffirms our dedication to maintaining the highest standards across every facet of our operations. This new department

is tasked to review processes meticulously, identify areas of improvement, and implement best practices.

Another way our dedication to the well-being of our patients finds expression is through the creation of a specialized Patient Experience department. We understand that healthcare goes beyond medical treatment; it encompasses the entire patient journey. Through this department, MPH is creating experiences that are simultaneously compassionate, comforting, and seamlessly integrated, ensuring that patients feel always cared for in our hospitals.

## Balanced Scorecard: Aligning Purpose with Progress

The achievement of sustainability targets across the MPH network represents the sum of the efforts and performances of our individual hospitals. So, beyond creating new departments, MPH has also introduced a Balanced Scorecard system to align particular hospital or departmental objectives with MPH's overarching vision. By connecting individual goals with the company's overall direction, we foster a united sense of purpose and leadership across the workforce.

## Performance-Driven Rewards: Bridging Effort and Achievement

Our rewards system has similarly undergone a significant change to fortify our commitment to excellence. The shift towards performance and outcome-based rewards reinforces the notion that success results from dedicated effort and tangible impact. By intrinsically tying rewards to the company's strategic goals, we're motivating employees to take ownership of their roles, nurture their skills, and contribute meaningfully to our collective success.

Through these transformative initiatives, we aim to create a landscape where every employee's role is integral to our overarching strategies. The expansion of functional departments, the Balanced Scorecard system, and performance-based rewards create a synergy that propels our company toward growth and excellence.

In embracing this holistic approach, we're investing in our employees' potential, nurturing their growth, and setting the stage for a future where our collective efforts yield remarkable results. Our expansion signifies not just an

enhancement of our structure but an elevation of our aspirations – a journey where empowered employees are the catalysts for transformation and the architects of our shared success.



## Our Organization:

MPH's commitment to sustainability extends into its organizational practices that prioritize Accountability and Transparency and the fostering of purposeful partnerships. In an era when the rules, strategies, and fundamentals that guide businesses are rapidly evolving, MPH has positioned itself as a pioneer through three strategic initiatives that reflect our commitment to excellence and integrity.



## Collaborative Mission, Vision, and Values

The company initiated a comprehensive process of redefining its Mission, Vision, and Values to fuel its transformational journey. A united front of all presidents, CEOs, and functional heads across the MPH network leads this endeavor. By fostering collaboration and harnessing the collective wisdom of top leaders, the company is aligning its entire workforce with a harmonized sense of purpose. This initiative unifies the organization and invigorates employees to contribute proactively to the company's broader mission.

## Robust Compliance Program

Highlighting the importance of ethical conduct, the company developed, rolled out, and implemented its Groupwide Compliance Program. Nine compliance policies have been developed and enforced across the network. This approach ensures the prevention of bribery and corruption while concurrently monitoring and managing situations involving Conflict of Interest.

## Third-Party Risk Management Policy

As the company extends its reach through diverse partnerships, a stringent Third-Party Risk Management Policy, which is part of the broader Compliance Program, becomes pivotal.

This policy mandates a more rigorous accreditation and due diligence mechanism for suppliers and other partners. By holding its partners to the same high standards, the company safeguards our network's reputation and



promotes a culture of transparency and accountability. Through these three interwoven initiatives, the company champions transformational change and solidifies its position as a trailblazer in ethical leadership and operational excellence. By uniting its leadership, fortifying its compliance framework, and elevating the standards for external partnerships, the company demonstrates its unwavering dedication to fostering a business ecosystem of values, innovation, and sustainable growth.

## Our Environment:

2-6, 2-14, 2-18

Understanding the critical role businesses play in safeguarding the environment, MPH and its various affiliates and subsidiaries heightened its compliance with environmental laws, rules, and regulations applicable to its operations. Several subsidiaries likewise embarked on a series of initiatives to reduce the network's environmental impact. Among these initiatives include active engagement in waste reduction and recycling programs, tree planting activities, a shift to LED lights, and adoption of policies on reducing paper use, among others.



## Our Local Community:

2-6, 2-18

MPH's commitment to sustainability extends beyond its immediate sphere of influence. The company's commitment to creating a positive impact within its communities is exemplified through two key initiatives emphasizing accessibility to quality healthcare and active community engagement.



## Expanding Healthcare Accessibility and Quality

At the heart of our mission lies the objective to promote accessible healthcare and elevate the standard of patient care. The company has taken significant strides to ensure healthcare services are accessible to a broader demographic. Through an innovative expansion of services, the company brings healthcare closer to people and emphasizes the provision of quality patient care. By offering specialized services, cutting-edge treatments, and dedicated medical professionals, the company demonstrates its dedication to enhancing the community's well-being. Among the expanded services being pursued by the network are (i) Outpatient Care Centers and Clinics, (ii) Cancer Care Centers, (iii) Centralized Laboratories, and (iv) Virtual Care Platforms and Digital Front Doors.

## Community Engagement and CSR Initiatives

The company goes beyond medical services by actively engaging with the community through Corporate Social Responsibility (CSR) initiatives, including charitable missions and programs from the parent company to all its hospitals, affiliates, and subsidiaries. The planned establishment of the MPH Foundation serves as a testament to MPH's commitment to effecting positive change. Through this foundation, the company aims to channel resources toward improving health, education, and overall community welfare. The foundation seeks to foster a more robust culture of giving back and building bonds with our communities and becoming vital partners in their growth and well-being.

The company's impact on the community transcends healthcare to encompass holistic wellbeing and social progress. Through its concerted efforts to provide accessible healthcare services of the highest quality and its steadfast commitment to community engagement and philanthropic endeavors, the company transforms lives and forges lasting connections that enrich the lives of all those it touches.

## Network-wide Implementation

All these new strategies and initiatives were conceived at the head office and will be implemented across the network. This underscores the company's commitment to embedding sustainability in its corporate DNA, irrespective of location or scale.

The initiatives were not only aligned with the 8 ESG Pillars but also closely tied to the material topics that were identified as crucial to MPH's sustainability journey. These material topics include the well-being of people, the betterment of local communities, efficient environmental practices, and the continuous improvement of organizational processes.

Purpose-driven action across our entire network is at the core of MPH's sustainability strategy. By embracing ESG principles and aligning them with our hospitals' material topics, we commit to creating a more positive long-term impact on our people, planet, and communities.







# Our Approach to Sustainability

2-25

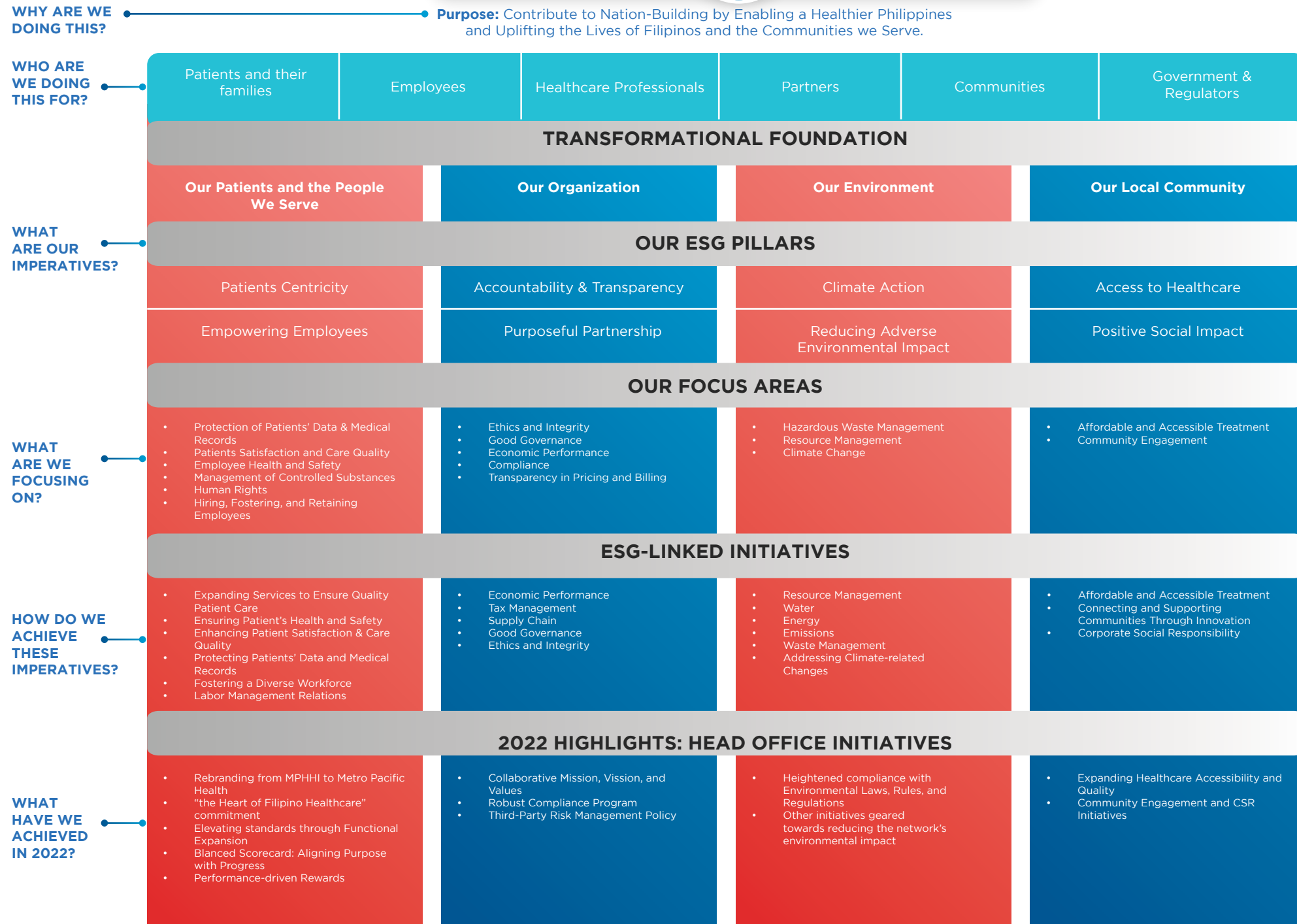
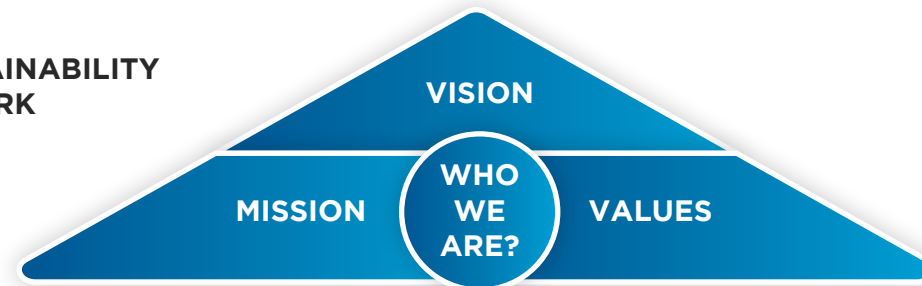
As the largest private hospital network in the Philippines, we at Metro Pacific Health have a critical role to play in the lives of Filipinos. Upholding sustainable development in healthcare is an increasingly important agenda of the healthcare sector and a continuing commitment across our industry and its partners. The challenge for companies, especially for us in the hospital sector, is improving our communities' welfare while minimizing our environmental footprint even as we pursue profitable growth.

Metro Pacific Health's approach to sustainability is underpinned by the belief that we can only achieve significant and lasting impact if we intentionally and meaningfully integrate environmental and socioeconomic development targets into our profit strategies and operating models. Our sustainability framework was first developed in December 2022 through consultation with MPH Group executives, management, and other major stakeholders to incorporate their insights and concerns into the final version. The framework is fully aligned with the MPIC group's sustainability framework to harmonize our programs with the broader sustainability ambitions of MPIC.

Furthermore, the ESG KPIs pursued by the entire network are also aligned with the ESG imperatives committed to and driven by its other major investors, KKR & Co., Inc. and GIC Private Limited.



**MPH SUSTAINABILITY FRAMEWORK**  
2-6



At the same time, this is aligned with MPIC's sustainability framework, which prompts all the hospitals across the MPH network to establish robust and strategic sustainability objectives that will become progressively part of their standard clinical and administrative practices and everyday business decisions.

## Materiality Assessment 3-1, 3-2

### 2022 MPH Material Topics

- Patients Satisfaction and Care Quality
- Protection of Patients' Data and Medical records
- Ethics and Integrity
- Good Governance
- Compliance
- Employee Health and Safety
- Economic Performance
- Hiring, Fostering, and Retaining Employee
- Affordable and Accessible Treatment
- Hazardous Waste Management
- Human Rights
- Resource Management
- Management of Controlled Substances
- Tranparency in Pricing and Billing
- Community Engagement
- Climate Change

Assessing MPH's impacts on environmental and social topics that are deemed material to the group's operations and supply chain was done through an impact materiality assessment exercise conducted by MPH executives and senior management in December 2022. The participants in this exercise were asked to assess the identified topics based on two major considerations, namely (1) how each material topic identified is critical to stakeholders and (2) how each material topic identified creates an impact on the overall business. The result of the exercise is shown above through a materiality heat map.

The identified material topics for Metro Pacific Health's operations and supply chain are shown below and are based on material issues most common to the global healthcare sector.



Aligned with MPIC's Sustainability Framework



## Material Topics 3-2

- **Protection of Patients' Data and Medical Records**- Create barriers to preserve patient health information's availability, confidentiality, and integrity on an administrative, physical, and technical level.
- **Patient Satisfaction & Care Quality**- Enhance the capacity to provide high-quality service and guarantee patient happiness.
- **Employee Health and Safety**- Ensure our workers' and contractors' health, safety, and well-being by managing safety risks effectively and fostering a safety culture.
- **Management of Controlled Substances**- Develop and implement policies and procedures to restrict the amount of written controlled drug prescriptions.
- **Human Rights**- Acknowledge and respect human dignity; include human rights considerations in the selection process or performance standards when entering into contracts and agreements with other parties, such as joint ventures.
- **Hiring, Fostering, and Retaining Employees**- Create a productive and long-lasting organizational culture by enhancing our staff's capacities, competencies, and skills.
- **Ethics and Integrity**- Uphold integrity, transparency, good governance, and ethical business practices to meet global standards and the expectations of stakeholders and the market.
- **Good Governance**- Top management support and dedication to balance the triple bottom line; foster high-level leadership and governance.
- **Economic Performance**- Maintain profitability for investors and reinvest in goods and services; ensure steady income streams in the face of political and economic unpredictability, fierce market competition, and regulatory pressure.
- **Compliance**- Adhere to social, economic, and environmental standards, including legislative and regulatory changes in financial and non-financial reporting.
- **Transparency in Pricing & Billing**- Achieve compliance and transparent pricing structures.
- **Hazardous Waste Management**- Manage potentially hazardous medical and pharmaceutical waste.
- **Resource Management**- Control and reduce energy consumption, improve efficiency measures, utilize energy sources with minimal carbon emissions, and sustainably use water.
- **Climate Change**- Control and lower the amount of pollutants, such as carbon and other GHGs, that are released into the air.
- **Affordable and Accessible Treatment**- Enlarge public access to a variety of healthcare services that are accessible, well-designed, of high quality, and pertinent to the individual using them.
- **Community Engagement**- Honor our "social license" to operate by participating in community activities.

## Sustainability Governance

Metro Pacific Health's Board of Directors advances good corporate governance and fully supports the company's sustainability programs and strategies. MPH's responsibility to protect and promote sustainable growth is under the control of MPH's Board of Directors, which has identified sustainable development as an integral aspect of the company's overall strategy and performance.

The Board is mindful of MPH's position as an ethical and socially responsible private healthcare service provider. To avoid or minimize any adverse impact MPH may have on the environment, the Board has done the following:

- Established a Board-level Corporate Governance and Environmental, Social, and Governance (ESG) Committee in November 2022 and appointed Mr. Dennis Montecillo as Chairperson.
- Designated the Legal and Compliance Department as the interim lead for the ESG initiative of the MPH Group.
- Approved the MPH Sustainability Framework and the material ESG topics following an impact materiality assessment exercise that was participated in by MPH executives and senior management.
- Approved the budget proposed by management for the inaugural publication of the Sustainability Report covering the reporting year 2022.
- Engaged Gaia Corporate Sustainability Solutions (GCSS), Inc. as a third-party consultant that will aid MPH in developing its first sustainability report.





# In Dialogue- with our ESG Committee Chairman

2-22



One may ask why a private company like MPH has taken the time and resources to submit a sustainability report, even if it is only required of publicly listed companies. The answer lies in two of our corporate values—integrity and good stewardship.

In our mission to deliver accessible and sustainable quality healthcare services, we strive to remain worthy of the trust of our stakeholders by conscientiously using the resources entrusted to us, empowering the communities we serve, and ultimately, doing the right thing.

Our principal institutional shareholders – Metro Pacific Investments Corporation (MPIC), Kohlberg Kravis Roberts & Co. (KKR) and GIC Private Ltd. – are leaders in promoting ESG principles in their portfolio companies, irrespective of their status. Why should MPH be any different?

At MPH, we go the extra mile to enable a healthier Philippines. Inspired by our parent companies, we want to hold ourselves even more accountable for the impact of our company’s actions and decisions on society.

As the largest private hospital group in the Philippines, we take to heart the steps required to be taken towards a healthier world for Filipinos. As such, beginning with this report, we voluntarily and publicly declare our sustainability goals, strategies, and accomplishments, as well as our challenges and obstacles.

This sustainability report is more than a compliance requirement. It represents our commitment to transparency and disclosure. It reflects our concrete steps to raise the bar from “doing no harm” to “doing good.” As we pursue sustainable business growth, we developed our sustainability framework and roadmap to guide us in creating and implementing our strategies. Our value creation is upheld by Environmental, Social, and Governance pillars.

Recognizing that improving people’s health is just one aspect of creating a better society, MPH is committed to carrying out its business operations with a clear focus on sustainability. This year, we reinforced our commitment to responsible resource use and endeavored to apply best practices. We continued our programs for water conservation, control of materials consumption, emission control, and waste management.

Alongside pursuing our business objectives, we strive to come up with local solutions that are responsive to the unique circumstances of the markets and help address the global problem of climate change, social inequality, and corporate governance.

In all instances, we shall consider the interests of our stakeholders, broadly defined, and plant a stake in the ground by clearly articulating where we stand and what we will do to improve their lives in ways that we are best equipped to.

You may count on this view from us going forward. We will continue what we started this year and endeavor to come up with more sustainability strategies that will propel our company toward a better tomorrow for all our stakeholders.

A handwritten signature in black ink, appearing to read 'D. Montecillo'.

**Mr. Dennis M. Montecillo**



# Asian Hospital and Medical Center





Asian Hospital and Medical Center (AHMC) is one of the best private hospitals in Metro Manila, offering world-class medical services imbued with genuine Filipino care.

It is accredited by the DOH as a Level 3 hospital.

Established on May 11, 2002, AHMC is accredited by the Joint Commission International (JCI) as one of the most advanced healthcare institutions in the Philippines. The hospital has also set a new operational standard by introducing a hotel-like ambiance that fosters a unique healing environment, melding comfort with cutting-edge medical technology.

AHMC's modern facility spans  
**17,250sqm**  
**296 beds**

HC-DY-000.A

With a team of

**1,200+**

dedicated doctors who have received training at renowned institutions

**400+**

highly skilled nurses and supported by a workforce



**1,000**

employees

AHMC is well prepared to deliver exceptional patient care of the highest quality.

At AHMC, three specialized institutes take the lead in pursuing medical excellence: the Asian Brain Institute, the Asian Cancer Institute, and the Asian Cardiovascular Institute. Moreover, AHMC's extensive range of departments includes

- Anesthesiology
- Dental Medicine
- Dermatology
- Emergency Medicine
- Obstetrics and Gynecology
- Internal Medicine
- Neurosciences
- Radiology
- Orthopedics Surgery
- Occupational & Family Medicine
- Ophthalmology
- Pediatrics
- Surgery
- Psychiatry
- Pathology
- Otorhinolaryngology

### Our Membership in Associations 2-28

- Philippine Hospital Association (PHA)
- Private Hospitals Association of the Philippines, Inc. (PHAPI)
- Philippine Health Insurance Corporation (PhilHealth)
- Philippine Nurses Association (PNA)
- Philippine Oncology Nurses (PONA)
- Maternal and Child Health Nurses Association of the Philippines (MCNAP)
- Renal Nurses Association of the Philippines (RENAP)
- Operating Room Nurses of the Philippines (ORNAP)
- Critical Care Nurses Association of the Philippines (CCNAPI)
- Association of Nursing Service Administrators of the Philippines (ANSAP)

### Awards and Recognition

- Gold Award, 2022 Hospital Management Asia (HMA) Awards
- 4th Gold Seal of Approval, Joint Commission International (JCI)

### Medical Training Programs

- Adult Neurology Residency Training Program
- General Surgery Residency Training Program
- Internal Medicine Residency Training Program
- Obstetrics & Gynecology Residency Training Program
- Otolaryngology-Head & Neck Surgery Residency Training Program
- Pediatrics Residency Training Program
- Adult Cardiology Fellowship Training Program
- Adult Critical Care Medicine Fellowship Training Program
- Advanced Minimally Invasive Surgery Fellowship Training Program
- Breast Surgery Fellowship Training Program
- Pain Management Fellowship Training Program





# PROVIDING COMPASSIONATE CARE

## Our People and the Patients We Serve

As a member of the MPH network, AHMC aims to enhance the lives of Filipinos by providing high-quality, patient-centric care.

The welfare and satisfaction of patients are the central focus of efforts. The hospital strives to ensure its services and equipment are comfortable and responsive to patient needs.

To deliver exceptional services, AHMC must first value its healthcare providers' and personnel's health and safety. Caring for patients and employees is the hospital's top priority to achieve medical excellence and compassionate care.



### Expanding Services to Ensure Quality Patient Care

AHMC is one with Metro Pacific Health's commitment to making world-class healthcare accessible to more Filipinos. Joining the MPH Group's collective initiative on this front, AHMC has commenced significant work on its two-floor facility for cancer treatment. The hospital invested Php 300 million in this project to elevate services and treatments for more cancer patients. The new facility, designed to cater to around 50 cancer patients daily, will offer cutting-edge technology for chemotherapy, radiation, and other cancer care services.

### Ensuring Patient's Health and Safety 3-3, 416-1

In pursuit of the MPH Group's vision to establish itself as one of Asia's most innovative and reliable healthcare providers, AHMC has pledged to provide patients with the highest safety and medical service excellence standards. Accordingly, prioritizing patient safety is an integral component of healthcare delivery as AHMC actively works to reduce risks and errors in providing services. Moreover, the hospital continuously refines its procedures by integrating customer feedback in all aspects of operations.

AHMC ensures patient safety at all times. In alignment with the overarching network's mission to manage products with potential risks, particularly those associated with chemicals and radioactive substances, the hospital has instituted protocols for handling high-risk products and has adopted policies on medical device and drug recalls. These encompass the processes for managing products with adverse risks.

Furthermore, AHMC promptly addresses concerns and issues related to health and safety. The hospital continually assesses its processes and implements necessary enhancements in managing health and safety-related matters.

<b>Incidents of non-compliance concerning the health and safety impacts of products and services 416-2</b>	<b>AHMC</b>
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Total number of incidents of non-compliance with regulations resulting in a fine or penalty

Total number of incidents of non-compliance with regulations resulting in a warning

0

Total number of incidents of non-compliance with voluntary codes

## Enhancing Patient Satisfaction & Care Quality

AHMC aims to be a cornerstone of Filipino healthcare. As such, it places a paramount emphasis on patient satisfaction and care, aiming to deliver an exceptional patient experience from the moment of diagnosis through recovery.

At AHMC, enhancing the patient experience begins with identifying and addressing patient concerns. The hospital values customer input and develops avenues for feedback that are easily accessible to patients. AHMC actively collects patient comments through institutional surveys, which are promoted through various means such as posters, flyers, website QR codes, automated text messages, and email notifications sent to all patients before their discharge. The hospital also conducts on-site surveys using tablets, following a random sampling approach. Furthermore, AHMC welcomes and receives customer feedback through several online platforms, including Facebook Messenger, Instagram, and Google ratings.



**Patient Satisfactory**  
**67**

<b>Quality of Care &amp; Patient Satisfaction HC-DY-250a.1, HC-DY-250a.2, HC-DY-250a.3, HC-DY-250a.4, HC-DY-250a.5</b>	<b>AHMC</b>
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Number of Serious Reportable Events (SREs) as defined by the National Quality Forum (NQF)

1

Hospital-Acquired Condition (HAC) Score per hospital

**0.40 per 1000 patient days**



## Programs for Better Patient Experience

In 2022, the hospital encountered common customer issues, including communication challenges, extended waiting times, delays in result delivery, billing disputes, and staff behavioral concerns. These issues prompted a proactive response from the hospital, leading to the development of tailored programs to resolve these specific customer concerns and enhance overall customer service and experience.

To elevate the patient experience, AHMC initiated workshops and training programs for its staff through its Human Resources Department. Additionally, regular evaluation sessions were conducted, during which committee members deliberated on areas for improvement based on survey results.





## Patient Engagement

Recognizing the importance of patient engagement in improving health outcomes, AHMC has developed initiatives to encourage patients to make informed decisions about their health. The hospital has implemented various programs and innovations to enhance patient engagement through digital platforms that elevate patient engagement, facilitate appointment scheduling, and disseminate relevant medical information and updates through social media.



## Protecting Patients' Data and Medical Records 3-3, 418-1

Indicator	AHMC
Number of substantiated complaints on customer or patient privacy	<b>0</b>
Number of complaints addressed	
Number of customers, patients, users, and account holders whose information is used for secondary purposes	
Number of data breaches, including leaks, thefts, and losses of patients medical records or data	
Percentage of data breaches in which personally identified information (PII) was subject to data breach	
Number of unique account holders who were affected by data breaches, which includes all those whose personal data was compromised in a data breach	
Number of patients affected by data breaches	

Patient privacy is paramount at the hospital, reflecting its teams' unwavering dedication to safeguarding medical information according to patient preferences. This commitment to protecting patient data aligns with R.A. 10173, the Data Privacy Act of 2012, adhered to throughout the data lifecycle. Patients receive comprehensive information about data control through Data Processing Consent forms.

In addition, AHMC invests in patient privacy and data security initiatives in response to evolving cyber threats. This includes implementing the FPM Infrastructure for robust perimeter security, overseen by the IT and Innovation Department. The Central Email Advance solution counters phishing, and a dedicated server security solution fortifies the Data Center Infrastructure. Stringent regulations on media file transfers maintain top-tier security.

As a result, AHMC received no complaints in 2022 about customer or patient privacy, reflecting the hospital's steadfast commitment to patient privacy and data security.

## Fostering a Diverse Workforce 2-7, 3-3

Diversity and inclusion are central to AHMC's mission. At all levels, the hospital promotes an inclusive environment, valuing everyone regardless of age, religion, color, gender, political beliefs, disability, ancestry, or national origin. Its recruitment process is impartial, treating all applicants respectfully. The hospital strictly follows job specifications aligned with job descriptions, ensuring fairness for all candidates.

Employees by Contract and Gender 405-1		AHMC
Male	Full-time	<b>446</b>
Female	Full-time	<b>933</b>
<b>Total</b>		<b>1,379</b>

Employees by Position and Gender 405-1		AHMC
Male	Senior Management	<b>4</b>
	Middle Management	<b>79</b>
	Hospital Staff	<b>363</b>
Female	Senior Management	<b>6</b>
	Middle Management	<b>176</b>
	Hospital Staff	<b>751</b>
<b>Total</b>		<b>1,379</b>

Employees by Position and Age Group		AHMC
<b>Below 30 yrs old</b>		
Senior Management		<b>0</b>
Middle Management		<b>38</b>
Hospital Staff		<b>601</b>
<b>TOTAL</b>		<b>639</b>
<b>30 to 50 yrs old</b>		
Senior Management		<b>3</b>
Middle Management		<b>186</b>
Hospital Staff		<b>472</b>
<b>TOTAL</b>		<b>661</b>
<b>Over 50 yrs old</b>		
Senior Management		<b>7</b>
Middle Management		<b>31</b>
Hospital Staff		<b>41</b>
<b>TOTAL</b>		<b>79</b>
<b>OVERALL TOTAL</b>		<b>1,379</b>





### New Hires and Turnovers 3-3

In 2022, AHMC encountered several hiring and retention challenges. The availability of talent posed one recruitment hurdle. With competition from other hospitals, health clinics, the Business Process Outsourcing industry, and overseas work opportunities for healthcare workers, attracting and retaining skilled professionals became increasingly challenging.

To tackle these issues, AHMC adopted strategies and policies to bolster its workforce programs. AHMC employed on-call staff and contingent workers and forged partnerships with outsourcing agencies. Additionally, the hospital offered refresher training programs to registered nurses in roles outside nursing, implemented a work-sharing strategy, and emphasized prospective employee transfers or internal mobility.

Through its HR strategies, the hospital hired 100 new employees and maintained a healthy turnover rate of 3% for this reporting year.

New Hires 401-1	AHMC
Total New Hires	100
Rate	7%

Turn Overs 401-1	AHMC
Total Turn Overs	37
Rate	3%

### Compensation and Benefits 2-21, 2-25, 3-3

AHMC prioritizes the well-being of its employees. The organization is dedicated to providing them compensation, benefits, and growth opportunities that enable them to deliver outstanding healthcare services and excel in their chosen careers.

To ensure the sustainability of hospital operations, AHMC places a significant emphasis on nurturing the competence of its workforce. The organization offers a competitive salary program to attract and retain top-tier talent.

In addition to a competitive compensation package, AHMC extends company-initiated benefits aimed at enhancing the quality of life of its staff. Employees enjoy various benefits, including rice subsidies, meal provisions, medical coverage, allowances, and bonuses.

Furthermore, AHMC invests in the well-being of its workforce by providing benefits such as health insurance plans, access to medicines, participation in fitness campaigns, and health and wellness-related training.

Benefits 401-2	AHMC	
	% of women who availed	% of men who availed
SSS	18%	18%
Philhealth	2%	1%
Pag-IBIG	10%	19%
Parental leave	2%	1%
Vacation Leave	83%	91%
Sick Leave	83%	91%
Medical benefits (aside from PhilHealth)	100%	100%
Housing assistance (aside from Pag-IBIG)	4%	2%
Further education support	2%	1%
Flexible working hours	8%	8%

Standard Entry Level Wage by Gender Compared to Local Minimum Wage 202-1		AHMC
Male	Standard entry level wage	13,000
Female	Standard entry level wage	13,000
Male	Local minimum wage	12,540
Female	Local minimum wage	12,540

Parental Leave 401-3	AHMC	
	Male	Female
Total number of employees who entitled to parental leave	7	23
Total number of employees who took parental leave in 2022	7	23
Total number of employees who returned to work in 2022 after parental leave ended	7	23
Return to work rate	100%	100%

### Labor-Management Relations 3-3, 2-25


Strong ties with labor unions are crucial in nurturing a motivated workforce. For AHMC, demonstrating employee care involves safeguarding their rights, attentively considering their perspectives on workplace matters, and advocating for their best interests.

AHMC also promotes active employee involvement in achieving its goals and objectives. The hospital regularly holds town hall meetings to inform employees about company progress and provide them with an avenue for suggesting workplace enhancements. Employment orientation programs and other training opportunities also instill core values in their workforce.

### Professional Development Opportunities 3-3, 404-1


AHMC recognizes that enriching its workforce's competence is pivotal in the delivery of high-quality healthcare. Consequently, the hospital consistently offers professional development opportunities to its employees.

In 2022, AHMC delivered 42 internal and 57 external trainings, with its staff obtaining 31,933 training hours. The hospital's all-encompassing training program is tailored to align with the Competency Development Plan for every employee, covering CDP unit requirements for staff license renewal, fundamental competency training aligned with their job descriptions, training for new unit services, and advanced competency training.




42

internal trainings



57

external trainings



31, 933

obtained training hours by staffs








Percentage of employees receiving regular performance and career development reviews 404-3		
	AHMC	
Position	Male	Female
Top Management	0%	0%
Senior Management	10%	25%
Middle Management	25%	50%
Supervisors	11%	85%
Rank and File	25%	67%

Programs for upgrading employee skills and transition assistance programs 404-2	
	AHMC
Total number of trainings conducted (Internal)	42
Total number of trainings conducted (External)	57



**Safety Drills Conducted**

-  **Fire Drill**
-  **Earthquake Drill**
-  **HAZMAT Spill**
-  **Water Disruption**
-  **Standard First Aid**

Training Programs on Health and Safety 403-5	
	AHMC
Medical Trainings	11
Fire Safety Trainings	11
Occupational Health and Safety Trainings	11
COVID-19 Response Trainings	11

Workers Covered by an Occupational Health and Safety Management System 403-8	
Covered by an OHS management system based on:	
Legal requirements and/or recognized standards/guidelines?	Yes
Legal requirements and/or recognized standards/guidelines that has been internally audited?	N/A
Legal requirements and/or recognized standards/guidelines that has been audited or certified by an external party?	N/A

**Injuries, Ill-health and Accidents**  
403-9, 403-10

-  **0** Fatalities as a result of work-related injury
-  **0** Number of high-consequence work-related injuries (excluding fatalities)
-  **2** Recordable cases of work-related ill-health
-  **35** Recordable work-related injuries
-  **3,217,045** Number of hours worked
-  **3,216,965** Safe man hours

**Safety Statistics**

-  **2** Lost time accidents
-  **0.621** Incidence Rate
-  **3.108** Severity Rate
-  **10** Lost Days





# Organizational and Governance Performance and Approach

3-3



In 2022, Asian Hospital and Medical Center achieved a new milestone by generating a direct economic value totaling

**PHP3,701,553,463**

a testament to the hospital's high-quality services.

A substantial portion of this economic value, PHP3,655,310,230, was distributed to various stakeholders and beneficiaries. This distribution encompasses multiple aspects, including wages and salaries paid to employees, payments to suppliers and vendors who play a crucial role in the hospital's operations, and contributions to the broader economic ecosystem.

The hospital retained PHP46,243,233 to ensure financial sustainability, invest in future growth and innovation, and prepare for potential economic challenges.

AHMC's financial achievements in 2022 underscore prudent financial management and its contribution to the local and national economies. These activities are pivotal in enhancing the overall well-being of its patients while enabling the hospital to continue striving for excellence.

Direct Economic Value Generated and Distributed (PHP) <small>201-1</small>	AHMC
Operating costs	<b>2,490,456,946</b>
Employee wages & benefits	<b>690,459,649</b>
Dividends to stockholders	<b>317,623,456</b>
Taxes to government	<b>156,770,179</b>
Payments to suppliers	<b>1,793,669,285.26</b>

The hospital actively contributes to the country's socioeconomic progress through the responsible payment of taxes and regulatory fees. It adheres to all tax laws established by the Bureau of Internal Revenue. To guarantee full compliance with tax regulations and proper documentation, AHMC maintains a finance team that implements the tax strategy approved by its Chief Finance Officer and Board of Directors. It also engages the services of external auditors to oversee tax-related risks and verify the adequacy of tax processes, calculations, and payments.

TAX Country-by-country reporting (PHP) <small>207-4</small>	AHMC
Revenues from third-party sales	<b>25,473,200.18</b>
Profit/Loss before tax	<b>612,273,424</b>
Tangible Assets	<b>4,083,459,927</b>
Corporate Income Tax paid on a cash basis	<b>156,770,179</b>
Corporate Income Tax Accrued on Profit/Loss	<b>45,900,002</b>

## Supply Chain

3-3, 2-6

AHMC requires diverse products and services, from medical supplies and laboratory resources to pharmaceutical items, medical equipment, and non-medical provisions. The hospital recognizes the critical role of suppliers in ensuring the safety and quality of these healthcare supplies. Therefore, AHMC emphasizes the meticulous selection of its supplier partners. The hospital prefers collaborating with accredited suppliers through the MPH Supply Chain network. For non-accredited vendors, there is the opportunity to seek accreditation by adhering to AHMC's supplier accreditation policy.

With a commitment to building a sustainable supply chain, the hospital maintains a robust supplier accreditation process involving stringent requirements, including ISO Certificates, Business Permits, and Department

of Environment and Natural Resources permits. Additionally, vendors are expected to provide key documents like a License to Operate, a Certificate of Product Registration issued by the Food and Drug Administration, and a Letter of Undertaking incorporating essential data privacy clauses.

Spending on Local Suppliers (in million PHP) <small>204-1</small>	AHMC
Total Expense on International Suppliers	<b>437</b>
Total Expense on Local Suppliers	<b>1,024</b>

Furthermore, AHMC maintains a dedicated Supply Chain Management Department that oversees procurement, warehousing, inventory management, and supply distribution. This department collaborates with suppliers to ensure the efficiency and transparency of the hospital's supply chain. It informs vendors about bidding opportunities and communicates the outcomes through either a letter of award or regret. The hospital also conducts supplier performance evaluations, shares the results, and offers feedback to vendors on their services. If suppliers have concerns related to their contracts with the hospital, they are always welcome to participate in business reviews to address and discuss their concerns.



## Good Governance

2-14, 2-25

AHMC remains steadfast in its belief that enduring economic prosperity is intricately tied to the principles of responsible corporate governance. The hospital diligently follows a set of well-defined corporate governance practices and policies, which promote the long-term sustainability and robustness of the organization.

Under the guidance of its Board of Directors, the hospital places paramount importance on the welfare of society and the environment when making strategic business decisions. This approach extends beyond profit concerns, focusing on communal well-being and environmental stewardship.

AHMC directors serve as torchbearers of sustainability, providing leadership that empowers the organization to make and execute critical sustainability-related decisions. Their guidance goes beyond overseeing day-to-day operations; it extends to championing and fostering a corporate culture prioritizing sustainability at all levels. Their involvement in sustainability-related matters underscores AHMC's commitment to accountability to shareholders, its broader community, and the environment.

With a commitment to sustainability embedded within its governance structure, AHMC ensures that sustainability is not just a catchphrase but a guiding principle that directs the hospital's actions, reflects its values, and reinforces its responsibility to its communities. The Board of Directors is instrumental in translating this commitment into tangible actions that drive AHMC toward a more sustainable and accountable future.

## Board Committees

2-26

To optimize the efficiency of its Board of Directors, AHMC has instituted a framework of specialized Board Committees entrusted with managing distinct tasks and examining specific issues. Each of these Board Committees is headed by a dedicated chairperson who oversees their respective committee's activities and conveys the outcomes of their meetings to the Board of Directors.

This approach streamlines the decision-making processes and enhances the depth of expertise applied to each facet of hospital governance. By delegating responsibilities to these specialized committees, the Board of Directors can focus more efficiently on high-level strategic matters, ensuring that AHMC continues to operate effectively and in alignment with its commitment to responsible corporate governance.

Committee	Description
Organizational Ethics and Compliance Committee	The Committee shall assist and advise the Leadership Team of the Hospital and the Board of Directors, as appropriate, with overseeing Asian Hospital's activities in the areas of compliance with legal and regulatory requirements. The Committee shall also undertake and perform such other duties and responsibilities as may, from time to time, be assigned to it by the Leadership Team and/or the Board of Directors.
Patient Safety Committee	The Patient Safety Committee shall provide oversight and support by serving as a forum for medical staff, management, and staff to discuss patient safety issues and initiatives. The committee will ensure that the hospital fulfills its obligation to achieve high standards in everything that it does for patients, staff, and stakeholders.
Risk Management Committee	The Risk Management Committee shall provide oversight and support in establishing and implementing organization-wide processes for assessing, reducing, eliminating, and managing all forms of risks and hazards.
Quality Council	The Quality Council shall oversee the delivery of the highest standard of quality care at Asian Hospital and Medical Center (AHMC) by ensuring that quality improvement is an integral component of the hospital's governance and management processes.
Audit Committee	The Audit Committee shall oversee the financial reporting process and accounting policies, the internal and external audit processes, the company's internal controls for the prevention and identification of fraud and compliance with laws and regulations.

## Ethics and Integrity

205-1, 2-27, 206-1, 205-3, 3-3, HC-DY-270a.2, HC-DY-270a.1

AHMC takes pride in its unwavering commitment to maintaining the high ethical standards and integrity within sustainability governance. This commitment is grounded in a deep appreciation of the trust vested by patients and key stakeholders, driving the hospital to create enduring value in alignment with the organization's vision, mission, and core values. At AHMC, every workforce member adheres to the laws, regulations, and best practices that protect the organization's integrity and uphold human rights.

In its unyielding pursuit of ethical governance, AHMC strongly emphasizes its Anti-Bribery and Anti-Corruption Policy. The hospital invests in regular education and awareness campaigns to foster a culture of anti-corruption awareness and compliance among staff. These efforts include annual refresher training and online information dissemination to ensure all employees are well-informed about the policy's requirements and obligations. Furthermore, AHMC integrates this policy into its onboarding orientation to ensure the commitment of new personnel to fighting corruption.

To empower employees to report any suspected misconduct, malpractice, or irregularity, AHMC has instituted a Whistleblowing Policy. This crucial mechanism assures the workforce that all disclosures are treated with confidentiality and sensitivity, creating a safe space for reporting concerns.

The hospital's dedication to compliance extends to all internal policies and relevant laws and regulations, which are rigorously

monitored and enforced through periodic assessments, timely submission of required reports to regulatory bodies, and a system of internal audits. In the spirit of transparency, AHMC makes pricing and billing information for healthcare services publicly accessible, following the directives of the Department of Health. Moreover, the administrative staff proactively informs patients about estimated hospital expenses before admission, ensuring clarity and fairness in healthcare cost management.

In 2022, AHMC upheld its reputation with a commendable record, which included zero incidents and violations of labor laws and human rights. Equally

noteworthy is the absence of any confirmed incidents of corruption and related actions. The hospital proudly reported no legal actions taken against it in the domains of anti-competitive behavior, antitrust, and monopoly practices. AHMC also maintained its impeccable track record by observing full compliance with environmental, social, and economic laws and regulations.

This remarkable performance in adherence to ethical standards, integrity in governance, and compliance with the law underscores AHMC's commitment to serving its patients and the community with the highest ethical conduct and corporate responsibility.

Communication and Training on Anti-Corruption Policies and Procedures 205-2		AHMC
Total number of trainings conducted (Internal)	Top Management	9
	Senior Management	28
	Middle Management	109
	Supervisors	116
	Rank and File	1,004
Total number of trainings conducted (External)	Top Management	9
	Senior Management	28
	Middle Management	109
	Supervisors	116
	Rank and File	1,004
Business partners to whom the organization's anti-corruption policies and procedures have been communicated to		505
Directors and management that have received anti-corruption training		9
Directors and management to whom the organization's anti-corruption policies and procedures have been communicated to		778



# ADVANCING ENVIRONMENTAL STEWARDSHIP: Our Environment and Responsible Use of Resources

2-6



AHMC is committed to delivering exceptional patient care, which requires continuous operations and various energy-intensive equipment. Additionally, the hospital manages a consistent influx of medical and municipal waste resulting from multiple health procedures and stringent hygiene standards, all essential for the continuous and reliable operation of the healthcare facility.

Recognizing its responsibility to safeguard environmental ideals and principles, AHMC remains unwavering in its commitment to ensuring its services are also ecologically responsible. The hospital's pledge includes the responsible use of resources and the diligent pursuit of best practices whenever possible. Throughout this reporting year, AHMC demonstrated its commitment by implementing initiatives to conserve water, minimize material consumption, control emissions, and effectively manage waste.

## Water Management

3-3

Water is an irreplaceable component in the care and recovery of patients. Within the hospital's premises, the clinical areas and Hemodialysis centers emerge as the primary consumers of water, with cooling systems and various medical equipment also being significant contributors to water usage.

Recognizing the vital importance of responsible and sustainable water management, AHMC's is strongly emphasizes optimizing water usage. AHMC is deeply committed to implementing water management strategies and pursuing best practices to ensure this precious resource's conservation and responsible use.

AHMC has focused on controlling water flow, particularly faucets and toilets in clinical areas, to prevent excessive water consumption.



**175,051**  
Water Consumption <sup>303-5</sup>

## Energy Management

3-3

AHMC has undertaken a proactive stance in integrating sustainability practices into energy use and management. Recognizing the multifaceted impact of energy across its diverse operations, the hospital has introduced initiatives to optimize energy resources and curb its environmental footprint.

Among its key energy efficiency initiatives is the transition to energy-efficient LED lighting. This shift reduces energy consumption and extends the life of lighting systems, translating into cost savings and reduced environmental impact. Additionally, the hospital has replaced aging equipment with more energy-efficient alternatives.

As it explores innovative energy solutions, AHMC is also considering adopting electric vehicles to reduce its fleet fuel consumption and overall carbon footprint. Concurrently, AHMC places a significant emphasis on timely preventive maintenance to ensure the continued energy efficiency of its operations. Through these measures, the hospital strives to provide uninterrupted healthcare services while simultaneously reducing environmental impact and upholding its commitment to sustainability.

## Energy Consumption

302-1, HC-DY-130a.1.



**15,968,653 kWh**  
Total Energy Consumption  
(Electricity)



**55,459 L**  
Total Fuel Consumption (Diesel)

## Emission Control Measures

AHMC's approach to emissions management involves the diligent implementation of strategies that promote sustainability, environmental responsibility, and, most importantly, a reduction in our carbon footprint. By reducing emissions, the hospital aims to minimize its contribution to climate change and ensure that its stakeholders, including patients, staff, and the broader community, are spared from the detrimental impacts of emissions, such as air pollution and associated health risks. By investing in these emission-reduction measures, AHMC takes an active role in addressing the global climate crisis while safeguarding the well-being of stakeholders and contributing to a more sustainable and responsible healthcare ecosystem.



GHG Emissions	AHMC
Direct (Scope 1) GHG emissions <sup>305-1</sup>	<b>148</b>
Energy indirect (Scope 2) GHG emission (kg CO2e) <sup>305-2</sup>	<b>30,051</b>

## Hazardous Waste Management <sup>2-14, 3-3, 306-1, 306-2</sup>

AHMC's commitment to patient well-being results in a substantial consumption of disposable materials and sterile instruments, generating significant volumes of waste. Moreover, the protocols necessitated by the COVID-19 pandemic have only added to the consumption of single-use disposable materials, such as face masks and gowns.

Recognizing the pressing need to foster a greener and cleaner healthcare environment, AHMC is committed to reducing waste generation, employing responsible disposal methods, and upholding circular economy ideals. Waste management at AHMC involves closely monitoring and managing waste through collaboration with accredited third-party haulers. This partnership ensures that waste is handled correctly and responsibly.

The hospital also emphasizes proper disposal procedures, especially when dealing with hazardous materials. Its comprehensive waste management policies enhance operations and ensure compliance with regulations and the development of efficient workflow designs.

Hazardous Waste Management <sup>HC-DY-150a.1, HC-DY-150a.2</sup>		AHMC
<b>Waste Generated <sup>306-3</sup></b>		
Hazardous Waste	MT	<b>265.08</b>
Non-Hazardous Waste	MT	<b>216.87</b>
<b>Waste Directed to Disposal <sup>306-5</sup></b>		
Landfilling	MT	<b>481.95</b>

## Addressing Climate-related Challenges

<sup>2-14, 3-3, 306-1, 306-2</sup>

Asian Hospital has adopted a multifaceted strategy to address climate-related challenges while promoting sustainability and resilience. This commitment is reflected in varying levels of governance, strategy, risk management, and performance metrics, all tailored to tackle the multifaceted aspects of climate change.

A dedicated working group focused on addressing climate issues is at the core of these efforts. AHMC's Safety Committee plays a pivotal role in recommending preemptive actions to mitigate the potential impacts of climate change. The hospital has identified short-, medium-, and long-term climate-related risks, encompassing threats like typhoons and extreme heat. These risks can disrupt operations and damage property, necessitating hospital-wide comprehensive pre-planning and preparation initiatives.

Central to the approach is identifying, assessing, and managing climate-related risks, drawing upon risk assessment forms, specialized tools, and Hazard Vulnerability Assessments (HVAs) to address these challenges comprehensively. To effectively manage these climate-related risks and seize the opportunities they present, AHMC has established specific targets and key performance metrics designed to assess and proactively manage climate-related risks.

Furthermore, AHMC has implemented policies and actively encourages best practices aimed at addressing physical risks arising from climate change. With a detailed policy in place for ensuring the continuation of operations during adverse weather conditions, the hospital's commitment to climate resilience extends to safeguarding the continuity of essential healthcare services even in the face of climate-related challenges.



## PROVIDING HEALTHCARE FOR MORE PEOPLE: Our Local Communities 2-18, 3-3, 413-1, 203-2

As a service-driven organization entwined with the well-being and health of the public, AHMC aims to also serve the underserved and marginalized communities across its operational areas. Many employees at AHMC volunteer their time and expertise to help patients who have limited resources.

### Affordable and Accessible Treatments

AHMC welcomes national and international insurance plans. It aims to grow medical tourism in the country by bolstering the local healthcare industry's growth while offering top-notch services to a broad and varied patient base.

Furthermore, Asian Hospital promotes inclusive healthcare and seeks to address the needs of low-income patients whenever possible. For individuals who express challenges in covering their hospital bills, AHMC directs them to its team of case coordinators or social workers who work to connect them with available financial assistance resources, including government agencies such as the Philippine Charity Sweepstakes Office, the Department of Health, and the Department of Social Welfare and Development.

### Ensuring Quality and Addressing Concerns

Upholding brand integrity and delivering the utmost quality of service stand as top priorities at AHMC. Central to these objectives is the efficient management of patient complaints, ensuring that any concerns raised are promptly addressed. By taking swift action to resolve issues and maintaining a commitment to ongoing service enhancement, AHMC aims to cultivate trust within its communities and elevate the overall patient experience.

The hospital's Corporation Communications Division collaborates closely with the hospital's management to handle media-related matters effectively. This dedication to excellence and responsiveness contributes to establishing a sustainable healthcare ecosystem that places patient well-being and satisfaction at its core.



## Corporate Social Responsibility

Corporate social responsibility lies at the heart of AHMC's mission. Through a diverse range of programs and initiatives, the hospital actively contributes to the betterment of society, focusing on healthcare, community well-being, emergency relief, dental care, and outreach efforts.

For example, AHMC has a Medical Access Program for indigent patients through its Residency Training Program. Around 66 doctors in residency volunteer their services for free to the hospital's Outpatient Clinic and Barangay Telemedicine Program, Medical Missions, and Childhood Cancer Medical Access. With a cash contribution of approximately Php 12 million and medical and technical equipment worth approximately Php 150,000, this community access program has benefitted 145 patients, including senior citizens and childhood cancer patients, who would otherwise be disenfranchised due to financial difficulties, saving them approximately Php 2.3 million in medical fees for 2022.

In addition, AHMC is inspired by the incredible individuals at Marillac Hills, a center that provides residential care and rehabilitation to underserved minor girls aged between seven (7) to 17 years old. The organization recognizes the strength and resilience of the community at Marillac Hills and is committed to partnering with them to provide much-needed support.

In coordination with DSWD, AHMC actively engages in the Community Health Initiative Program, collaborating with Marillac Hills Training Center for Girls and conducting Christmas Sharing activities in adopted communities in Muntinlupa. This program focuses on building relationships with community and organizational leaders while actively involving beneficiaries. Through engaging activities at Marillac Hills and providing food pack donations for Christmas, estimated at Php 300,000, Asian Hospital emphasizes sustainability, fosters community well-being, and strengthens positive outcomes.

In addition, volunteers from AHMC organize a dental mission to promote orthodontic and oral health care through lectures and practical sessions. With a budget of P26,475, this initiative enhances the overall well-being of over 121 Marillac Hills residents.

Asian Hospital also takes a proactive stance in enhancing emergency preparedness at Marillac Hills. Volunteers provide lectures and demonstrations on basic life support training, equipping Marillac Hills residents and houseparents with the essential knowledge and skills to respond effectively during emergencies. This initiative underscores the commitment to sustainability and the positive impact of proactive community engagement in ensuring the safety and well-being of Marillac Hills residents.





# Cardinal Santos Medical Center





Cardinal Santos Medical Center (CSMC) is one of the Philippines' leading hospitals specializing in Cardiology, Oncology, Neurosurgery, Gastroenterology, Rehabilitation Medicine and Sports Medicine. The 49-year-old hospital in San Juan City, Metro Manila, is known for its family-like environment. In 2022, CSMC was granted the People-Centred Commitment Award by the Accreditation Canada, along with its Platinum ACI accreditation.

CSMC is also known for its strong medical training programs for post-graduate internship, residency, fellowship/subspecialty programs in different fields of medicine. This includes

the Minimally Invasive Surgery (MIS) Training Center at the Philippine Center for Advance Surgery, which is one of Asia's MIS Facilities on advanced surgery and the first of its kind in the Philippines.

CSMC's Centers of Excellence and services include a comprehensive list of specializations. Focused on its expertise, this Level 3 DOH accredited Hospital provides quality healthcare services through its Cardiovascular Institute; Cancer Center; Brain and Spine Institute; Center for Thoracic & Critical Care Medicine; the Professor Sol Z. Alvarez Center for Digestive Diseases & Gastrointestinal Endoscopy; Sports Medicine Institute, also known as the MVP Clinic.

Among other healthcare services are the specialized services under the Diabetes, Endocrine, Metabolic and Nutrition Center; a Urology and Stone Center; Comprehensive Vascular and Wound Care Center; Comprehensive Women's Care Unit; Pain Management Center, Eye Center; Hand Center, Lifestyle and Wellness Center, and the Cardinal Santos Kidney Care Center (CSKCC) which is a free-standing dialysis unit located at a mall in Mandaluyong City, Metro Manila.

CSMC also operates a Cardinal on Wheels (COW) Laboratory Home Service; and the ten-wheeler mobile clinic known as Hospital on Wheels (HOW).

In parallel with its aim to proactively respond to communal health needs, CSMC also endeavors to achieve sustainable growth and create value for its stakeholders. The hospital seeks to implement programs and introduce new approaches that enable it to provide compassionate care, champion good governance, and safeguard the environment.


Aside from CSMC's main hospital in Greenhills, San Juan City, the operations of Cardinal Medical Charities Foundation, Inc. and Colinas Healthcare, Inc. in Pasig City, and Cardinal Santos Kidney Care Center in Mandaluyong City are also covered in this report.

### Our Membership in Association 2-28

- Hospital Management Asia
- Philippine Hospital Association (PHA)
- Private Hospitals Association of the Philippines, Inc.(PHAPi)

### Awards and Recognition

- 2022 DOH Hospital Star Awards
- Accreditation Canada International- Platinum
- ISO 9001: 2015 Accredited
- National Exemplar (People Program of the Year category), People Management Association of the Philippines (PMAP) Awards 2022
- Platinum Accreditation, Investors in People (IiP)
- People-centered Care Award



**49**  
year-old  
hospital

**in San Juan City, Metro Manila, is known for its expertise in Cardiology, Oncology, Neurosurgery, Gastroenterology, Rehabilitation Medicine and Sports Medicine.**





## Our People and the Patients We Serve

2-30



At CSMC, every patient is treated like a family member, guaranteed to receive the best care possible. The hospital treats its employees the same way it treats its patients. In creating sustainability programs and strategies, CSMC puts a high value on the well-being of both patients and team members.

### Expanding Services to Ensure Quality Patient Care

As part of the MPH group, CSMC invested in widening its health services and reach. In April 2022, the hospital opened its Center for Thoracic and Critical Care Medicine to provide comprehensive state-of-the-art medical services to patients with pulmonary diseases. CSMC also opened the Professor Sol V. Alvarez Center for Digestive Diseases and Gastrointestinal Endoscopy in June 2022, further bolstering CSMC's position as a top gastroenterology facility in the Philippines with some of the best physicians in the field. Aside from these centers, CSMC unveiled improvements in the facilities in the extension wing on its 7th floor, including the new Life and Wellness Center, the expanded Nursing Services Office, and expanded Cardiac Rehabilitation.



### Providing Quality and Safe Patient Experience

Aligned with the mission of MPH to provide holistic care with compassion, CSMC ensures that every patient receives the highest level of safety and medical service standards. The hospital endeavors to prevent risks and errors in providing healthcare and continues to improve processes based on customer feedback. In 2022, CSMC reported zero incident of non-compliance related to the health and safety impacts of products and services.

In providing patients with urgent, safe medical care, the hospital maintains an efficient triaging process at the Emergency Department to determine the urgency needed by each patient. It also provides patients with non-hazardous products and upholds their right to seek redress where their health and safety are affected. The hospital also implements procedures for handling high-risk products as stated in its emergency and disaster preparedness plan.

As a response to the COVID-19 pandemic, CSMC established the COVID-19 Task Force, a multidisciplinary team collaborating with the CSMC Infection Control Committee. The group is responsible for preparing and planning a timely, coordinated, and collaborative approach to safety during the COVID-19 pandemic. For CSMC, the automation of some hospital processes helped improve patient health and safety, especially during the pandemic.

Customer feedback is essential to improving the hospital's services. To encourage patients to share their input, CSMC provides a convenient way to collect patients' comments and suggestions through a QR-coded online form. All concerns and complaints go through the Complaints Handling Process, a standard operating procedure for all issues related to health and safety.

Incidents of non-compliance concerning the health and safety impacts of products and services	CSMC
Total number of incidents of non-compliance with regulations resulting in a fine or penalty	
Total number of incidents of non-compliance with regulations resulting in a warning	
Total number of incidents of non-compliance with voluntary codes	0
Total number of substantiated complaints	
Total number of complaints addressed	



Actively involving patients in managing their health outcomes is essential for improving the overall patient experience. The hospital offers personalized assistance by Patient Experience Officers, timely handling of complaints, and monitoring of survey responses and after-care calls. CSMC also utilizes emerging technological advancements to roll out projects that enhance patient comfort and ease of service access, such as the CSMC Econsult, Online Results, Online Billing Portal, and CSMC E-card.

Another aspect of ensuring patient safety is patient privacy. To protect patient data and medical records, CSMC complies with the Data Privacy Act of 2012 and provides patients with information on their rights regarding data control through Data Processing Consent forms. For this reporting year, CSMC reported no data breaches or other data privacy complaints.

Moreover, CSMC maintains a robust data privacy system by investing in leading firewall and endpoint protection applications, providing automated and multiple copies of data back-up, enhancing password standards and providing multi-factor authentication for capable systems, applying Secure Sockets Layer (SSL) Certificates to applications to protect data in transit, and conducting a regular Data Privacy Awareness program and phishing attack simulations.

### Fostering a Diverse Workforce 3-3

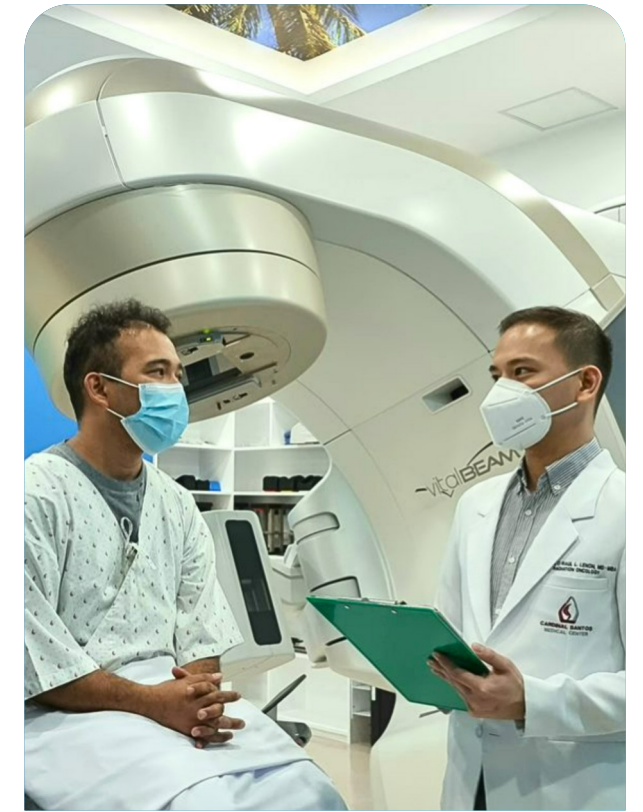
As part of the MPH group, CSMC champions workplace diversity and inclusion. In hiring employees, the hospital strives to consistently be free from biases for or against any individual or group of candidates. It follows the policy of MPH to give all applicants fair and equitable consideration for employment. Applicants who meet the set qualifications included in the job description are hired regardless of gender, age, religious beliefs, or ethnicity.

Indicator	CSMC
Number of substantiated complaints on customer or patients privacy	
Number of customers, patients, users, and account holders whose information is used for secondary purposes	
Number of data breaches, including leaks, thefts and losses of patients medical records or data	<b>0</b>
Number of unique account holders who were affected by data breaches, which includes all those whose personal data was compromised in a data breach	
Number of patients affected by data breaches	

Employees by Contract and Gender 405-1		CSMC
Male	Full-time	<b>321</b>
Female	Full-time	<b>743</b>
<b>Total</b>		<b>1,064</b>

Employees by Position and Gender 405-1		CSMC
	Senior Management	<b>14</b>
Male	Middle Management	<b>2</b>
	Hospital Staff	<b>305</b>
	Senior Management	<b>33</b>
Female	Middle Management	<b>8</b>
	Hospital Staff	<b>702</b>
<b>Total</b>		<b>1,064</b>

Employees by Position and Age Group		CSMC
<b>Below 30 yrs old</b>		
	Senior Management	<b>1</b>
	Middle Management	<b>3</b>
	Hospital Staff	<b>381</b>
<b>TOTAL</b>		<b>385</b>
<b>30 to 50 yrs old</b>		
	Senior Management	<b>28</b>
	Middle Management	<b>7</b>
	Hospital Staff	<b>555</b>
<b>TOTAL</b>		<b>590</b>
<b>Over 50 yrs old</b>		
	Senior Management	<b>18</b>
	Middle Management	<b>0</b>
	Hospital Staff	<b>71</b>
<b>TOTAL</b>		<b>89</b>
<b>OVERALL TOTAL</b>		<b>1,064</b>





## New Hires and Turnovers

In 2022, CSMC had 294 new hires. The hospital ensures to continue its dedication to fostering a supportive work environment through the adoption of best practices in training and development.

New Hires 401-1	CSMC
Total New Hires	<b>294</b>

Rate	<b>28%</b>
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Turn Overs 401-1	CSMC
Total Turn Overs	<b>292</b>

Rate	<b>27%</b>
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## Compensation and Benefits 2-21

Keeping a motivated workforce is part of maintaining the continuity and sustainability of CSMC's hospital operations. As such, CSMC invests in a competitive compensation and benefits program for its people. CSMC employees also receive company-initiated benefits, including rice subsidies, meal provisions, medical benefits, allowances, and bonuses. Additionally, employees benefit from health insurance plans, medicines, fitness programs, and wellness-related training provided by the company.

Standard Entry Level Wage by Gender Compared to Local Minimum Wage 202-1		CSMC
Male	Standard entry level wage	<b>13,000</b>
Female		<b>13,000</b>
Male	Local minimum wage	<b>2,540</b>
Female		<b>2,540</b>
Male	Average hourly wage	<b>73.86</b>
Female		<b>73.86</b>

To promote the well-being of employees with children and their families, CSMC encourages its people to use parental leave whenever necessary. In 2022, 28 female employees availed of the parental leave, with a 100% return to work rate.

Parental Leaves 401-3	CSMC	
	Male	Female
Total number of employees that were entitled to parental leave		<b>28</b>
Total number of employees that took parental leave in 2022	<b>0</b>	<b>28</b>
Total number of employees that returned to work in 2022 after parental leave ended		<b>28</b>
Return to work rate		<b>100%</b>

## Labor-Management Relations

CSMC conducts regular meetings with Union leaders. This is an opportunity for the company to maintain open communication with the Union and learn about the concerns of Union members. To enhance workers' participation in work-related decision-making, CSMC established the CSMC Operations Committee, which consists of 12 employees who help improve existing business processes. The hospital also created working groups called Engagement Champions, which allows the company to consult and work with its stakeholders.

CSMC also encourages employee participation in realizing its goals and objectives. The hospital conducts regular town hall meetings to keep employees abreast of company developments and allow them to bring suggestions for improving the workplace.

## Handling Employee Grievances 2-25

CSMC maintains a procedure for handling employee grievances and preventing an intimidating or hostile work environment. The grievance procedure assures employees that their workplace remains supportive and collaborative. It follows an agreed grievance process documented through the Collective Bargaining Agreement.

## Professional Development Opportunities 3-3, 404-1

To ensure that patients receive quality, compassionate care, CSMC ensures its healthcare personnel are equipped with up-to-date skills and knowledge. In 2022, CSMC had 38,094.20 total training hours, with 95% completion achieved on employees' assigned trainings. The training program received an 85% satisfaction rate, which translated to positive results notable in the hospital metrics such as patient satisfaction, infection control rate, and process improvement.

Aside from the hospital's training program, CSMC continued to enhance its Nursing Development Program with the inauguration of its brand-new Nursing Skills Simulation Laboratory. This facility is set to enhance the skill set of nurses and other allied healthcare professionals by giving them simulative and on-ground training provisions that will help in the development of advanced clinical competencies.



Injuries, Ill-health and Accidents 403-9, 403-10	CSMC
Fatalities as a result of work-related injury	<b>0</b>
Number of high-consequence work-related injuries (excluding fatalities)	<b>0</b>
Recordable cases of work-related ill-health	<b>956</b>
Recordable work-related injuries	<b>29</b>
Number of hours worked	<b>2,240,832</b>

Programs for upgrading employee skills and transition assistance programs 404-2	CSMC
Total no. of trainings conducted (Internal)	<b>71</b>
Total no. of trainings conducted (External)	<b>41</b>

Safety Drills Conducted



Fire Drill

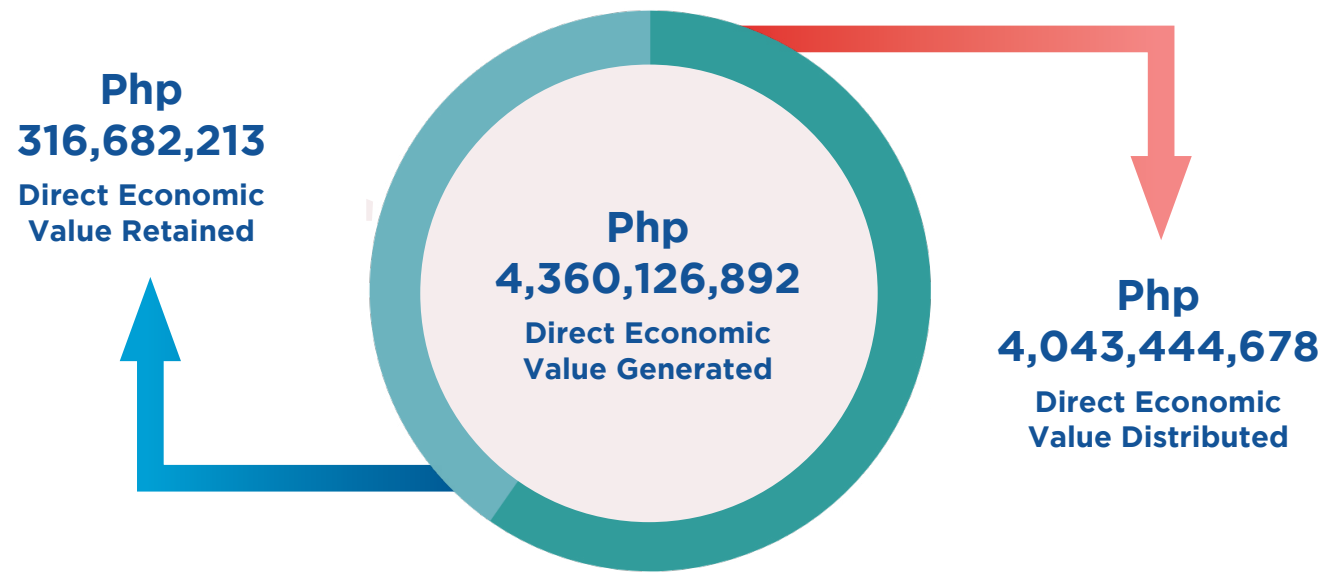


Earthquake Drill



# Organizational and Governance Performance and Approach

3-3



Cardinal Santos Memorial Center’s approach to organizational development and corporate governance is grounded in its long-standing dedication to excellence in hospital operations. In its interactions with patients, employees, suppliers, and various authorities, CSMC recognizes that ethics, integrity, and probity in all its dealings are critical to the institution’s enduring success. CSMC’s Board of Directors remains committed to upholding a strong governance structure that fosters a responsible and ethical approach to business operations, resonating with the MPH network’s evolving vision and transformation into a more sustainable organization.

## Economic Performance

**CSMC generated a direct economic value of **Php4.36B** in 2022**

Ensuring the equitable distribution of the value it generates, CSMC distributed Php4.04 billion to its various stakeholders.

In 2022, the hospital’s total direct economic value generated amounted to Php460.76 million. CSMC also paid Php128.30 million in government taxes in 2022. Dividends given to stockholders amounted to Php370 million. Moreover, the hospital used Php572.87 million for employee wages and benefits, while Php2.51 billion was paid to suppliers.

Out of its revenue generated for 2022, the hospital retained Php316.68 million.

Direct Economic Value Generated and Distributed (PHP) 201-1	CSMC
Operating costs	<b>460,756,447</b>
Employee wages & benefits	<b>572,867,599</b>
Dividends to stockholders	<b>370,000,000</b>
Taxes to government	<b>128,302,987</b>
Payments to suppliers	<b>2,511,517,644</b>

Committed to transparency and accountability, CSMC religiously complies with the reporting requirements of MPH and the government. Aside from submitting monthly financial performance reports to MPH, CSMC complies with annual and quarterly financial report submissions of the Securities and Exchange Commission, Bureau of Internal Revenue, and other government bodies.

CSMC also ensures that financial resources are effectively managed in all areas. Each department or section’s performance results are disclosed properly and transparently through Profit and Loss reporting. Business reviews are also conducted to evaluate the hospital’s financial condition regarding revenue targets and expenditures.



## Tax Management 207-1

Contributing to the country’s socio-economic development, CSMC conscientiously pays taxes and other regulatory fees. A finance team following the tax strategy approved by the Chief Finance Officer and the Board of Directors ensures compliance with tax requirements and documentation. CSMC likewise engages the services of external auditors to manage tax risks and ensure that tax processes, computations, and payments are adequate.

Financial assistance received from the government 201-4	CSMC
Tax relief and tax credits	<b>205, 356, 095</b>



TAX Country-by-country reporting (PHP) 207-4	CSMC
Revenues from 3rd-party sales	<b>4,360,126,892</b>
Profit/Loss before tax	<b>486,967,647</b>
Tangible Assets	<b>1,823,091,385</b>
Corporate Income Tax paid on a cash basis	<b>128,302,987</b>
Corporate Income Tax Accrued on Profit/Loss	<b>159,251,115</b>

### Supply Chain 3-3, 2-6

CSMC deals with different companies for its medical supplies, laboratory supplies, pharmaceutical items, medical equipment, and non-medical supplies. To ensure the safety and quality of healthcare supplies, the hospital implements a thorough selection of vendors and engages with suppliers accredited with the MPH Supply Chain through CSMC supplier accreditation process.

CSMC requires all vendors to submit accreditation requirements, including quality management documents such as ISO Certificates, Business Permits and permits from the Department of Environment and Natural Resources. They likewise submit documents such as a License to Operate, a Certificate of Product Registration from the Food and Drug Administration, and a Letter of Undertaking covering data privacy clauses.

The hospital has a Supply Chain Management Department responsible for procurement, warehousing, inventory management, and dispensing of supplies.

The department closely

coordinates with vendors to ensure efficiency and transparency in the supply chain.

There were no negative environmental or social impacts in CSMC's supply chain for the reporting year.

Spending on Local Suppliers 204-1	CSMC
Total Expense on International Suppliers	<b>Php 955,762.08</b>
Total Expense on Local Suppliers	<b>Php 1,652,480,823.19</b>

### Good Governance

CSMC is one with the MPH Group in its commitment to sustainability. The hospital is founded on good corporate governance practices and policies to ensure sustainable and competitive operations. It adheres to ethical and lawful practices and actively considers the welfare of society and the environment.

### Board Composition 2-15

Recognizing the importance of leadership in pursuing sustainability, CSMC relies on the competence and dedication of its Board and management in championing a culture of transparency and accountability across the organization. At CSMC, the Board of Directors is appointed during the regular meeting of the principals and will hold office for one year until the successors are appointed and qualified. The role of Chairman and CEO is appointed by the Board annually during the 1st board meeting, with a one-year term of office.

To encourage diversity and competence in the Board, CSMC follows its own criteria for nomination and selection. A director must be at least a college graduate or have at least 10 years of experience managing a business enterprise to substitute for such formal education. The hospital

also requires a Board member to possess personal attributes and competencies such as integrity, probity, curiosity, courage, interpersonal and communication skills, industry knowledge and experience, legal knowledge, strategy development and implementation, risk management, people management skills, and technical and analytical skills.

Based on the hospital's Conflict of Interest policy in the Code of Ethical Framework (Part VII of the Governance Manual), the Board must be independent with ethical and interest-free behavior, free of conflicting relationships that might influence the ability to make decisions. Potentially conflicting relationships include indirect links through family, business, or charitable organizations where an individual may hold an officer or trustee position.

### Ethics and Integrity 205-1, 2-27

CSMC complies with laws, regulations, and best practices that safeguard the company's integrity, prevent corruption, and uphold human rights. The hospital abides by the Anti-Bribery and Anti-Corruption Policy. Communication and training on anti-corruption policies and procedures are given to top management, which is responsible for educating all employees on the company's policies and procedures.

Moreover, CSMC implements a Whistleblowing Policy to encourage employees to report suspected misconduct and ensure that the management treats the disclosures made by employees confidentially. The hospital complies with all internal policies and other applicable laws and regulations through regular monitoring, submission of required reports to regulatory bodies, and internal audits.





## Our Environment and Responsible Use of Resources

Providing healthcare services should go hand in hand with protecting the environment. As a healthcare institution, CSMC believes in the importance of environmental stewardship in promoting people's health. As such, the hospital commits to responsible resource use to safeguard the planet. In 2022, CSMC continued its programs on water management, material consumption, emission control, and waste management.

To optimize water usage and minimize waste, CSMC invested in additional storage tanks and is doing design consultations to integrate water supply in CSMC buildings. Moreover, CSMC's energy management initiatives were centered around its hospital site and main office. As the hospital aims to reduce energy consumption, it initiated a gradual conversion to LED lighting, encompassing general areas and medical equipment like operating room lights. The hospital also optimized its heating, ventilation, and air conditioning (HVAC) system and imaging and diagnostic equipment.

For emission control, CSMC takes a proactive approach to monitor Scope 1 emissions through annual environmental testing, focusing on parameters related to waste management. While Scope 2 and Scope 3 emissions are currently not monitored, the hospital is committed to exploring initiatives in the future to address them. By setting targets and policies to reduce greenhouse gas (GHG) emissions, CSMC aims to minimize its environmental impact, with a particular focus on achieving carbon neutrality in the long term.

Recognizing that patient rooms may lead to increased waste generation, CSMC implements segregation activities and orientation programs on proper waste management. The hospital vigilantly monitors the final disposal of its generated waste through audits conducted by the Waste Segregation Committee. With allocation of around Php 500,000 per month in waste and hazardous materials management, CSMC proactively promotes a circular economy through information drives and initiatives to reduce consumer waste.

Hazardous Waste Management		CSMC
HC-DY-150a.1., HC-DY-150a.2.		
Recycling	MT	<b>36.67</b>
Others	MT	<b>449.45</b>
Waste Directed to Disposal 306-5		
Landfilling	MT	<b>1584.2</b>

Risks and issues related to climate change are identified, assessed, and addressed as part of CSMC's Risk Management Plan, through the review of the Enterprise Risk Management (ERM) Committee. Responsible for assessing and implementing risk management plans, the ERM Committee employs risk assessment forms, tools, and Hazard Vulnerability Assessments (HVAs) to address climate-related risks. To manage climate-related risks and opportunities effectively, CSMC focused on identifying water supply risks and disaster preparedness risks.

## Our Local Community

Outreach and Vaccination Programs conducted outside of the hospital to benefit the community.

Through the Free Outpatient Consultation and Subsidized Patient Program, indigent clients have access to outpatient and inpatient health services.

Cardinal Santos Medical Center has adapted to community engagement challenges in the past few years by leveraging online platforms. CSMC organized online webinars, virtual town halls, and telehealth consultations to connect with its communities remotely. These initiatives allowed the hospital to provide crucial information, address concerns, and offer sound medical advice. In recognition of its commitment to innovative healthcare accessibility, CSMC was awarded the Gold Award for Best in Branding & Marketing Campaign by Hospital Management Asia in 2022 for its WebiCon (WEBinar + Press CONFerence) initiative. The WebiCons were open to anyone online and covered relevant topics related to health and the pandemic, strengthening community engagement and education during the pandemic.

### Subsidized Patient Program (SPP)

The Subsidized Patient Program (SPP) is designed to provide deserving, under-resourced outpatient and inpatient clients with subsidized medical services. This program ensures that those in need have access to affordable healthcare, emphasizing CSMC's commitment to inclusivity and sustainability. The positive impact of the SPP can be seen in the improved accessibility and affordability of health services for low-income clients, promoting a more equitable healthcare system.

### Free Outpatient Consultation (OPD Clinic)

CSMC's Free Outpatient Consultation (OPD Clinic) offers deserving indigent patients free consultations in various medical specialties. This program aims to make healthcare more accessible and affordable for economically disadvantaged clients, ensuring they receive medical attention without financial burden. The positive impact of the OPD Clinic is seen in the improved healthcare access and well-being of underprivileged patients, fostering a more inclusive healthcare environment.

### Outreach Programs

Cardinal Medical Charities Foundation, Inc. (CMCFI) conducts Outreach Programs outside the hospital, promoting community health and wellness. These initiatives aim to improve disease prevention and health-seeking behavior within the community. CSMC fosters collaboration and supports positive health practices by engaging in outreach activities. The positive impact of the Outreach Programs can be seen in the empowered community members who are more informed and proactive about their health.



### Vaccination Program

CSMC's Vaccination Program provides subsidized medical services, mainly focusing on accessible COVID-19 vaccinations for healthcare front-line teams. By prioritizing the vaccination of front-line staff, CSMC contributes to the protection of the community and supports the sustainability of healthcare services. The positive impact of the Vaccination Program is evident in the enhanced safety and well-being of front-line staff, ensuring their crucial role in providing quality care to the community.





# Davao Doctors Hospital



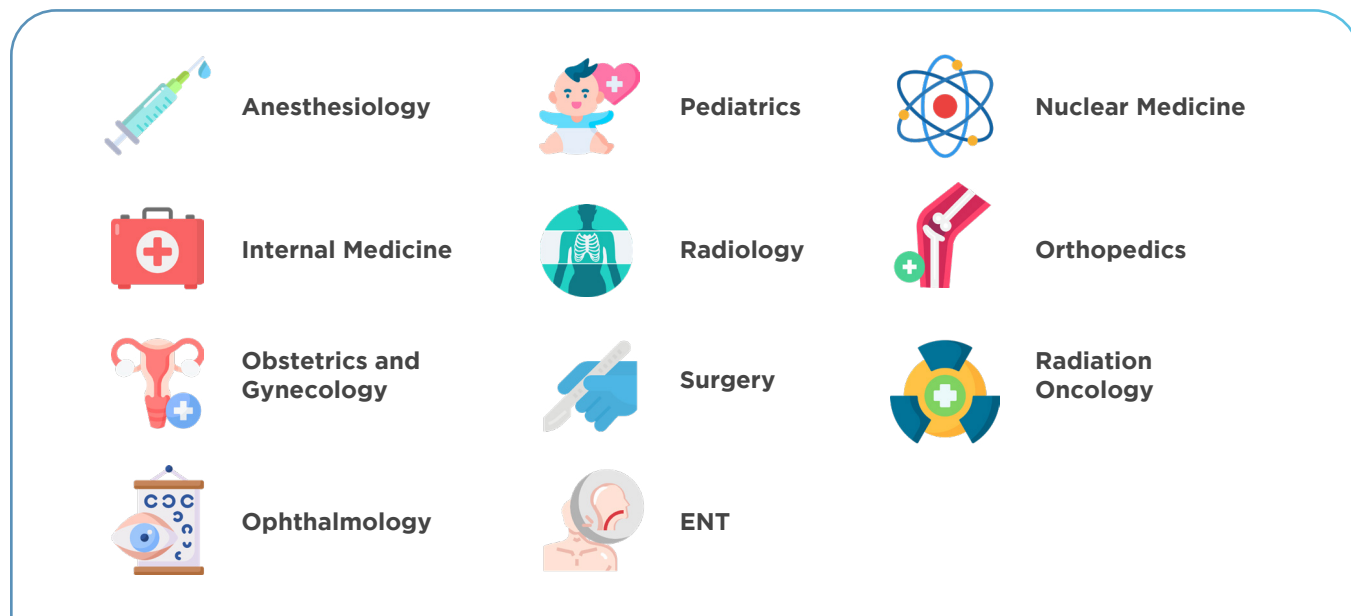


Davao Doctors Hospital (DDH) is an esteemed tertiary-level, multi-specialty hospital located in the heart of Davao City. Founded in 1969, the hospital has continuously aspired to be an unparalleled health institution, reflecting its commitment to healthcare excellence, effective governance, constant innovation, and sustainable practices.

Davao Doctors is now the largest and most modern hospital in Southern Philippines, with 250 beds and state-of-the-art diagnostic, therapeutic, and intensive care facilities in a one-stop medical center. The hospital is the leader in Mindanao in cardiovascular medicine, orthopedics, gastroenterology and endocrinology, neurology and neurosurgery, cancer treatment, ophthalmology, and digestive and liver diseases.



Davao Doctors is home to eleven medical specialties, each with an approved Medical Residency Training Program: (1) Anesthesiology, (2) Internal Medicine, (3) Obstetrics and Gynecology, (4) Ophthalmology, (5) Pediatrics, (6) Radiology, (7) Surgery, (8) ENT, (9) Nuclear Medicine, (10) Orthopedics and (11) Radiation Oncology.



These departments are operated by more than 400 consultants, accredited by various U.S. and Philippine Specialty and Sub-specialty boards.

## Our Membership and Association

- Philippine Hospital Association (PHA)
- Private Hospitals Association of the Philippines (PHAPI)
- Accreditation Canada International (ACI)

## Our Awards

- Hospital Best Practices in Infection Prevention and Control Year 9, Philippine Hospital Association
- Platinum Level, International Accreditation (Accreditation Canada International)
- Plaque of Appreciation (awarded by the Office of the Vice President)
- Z Benefits Contracted Hospital with Most Packages Offered (awarded by PhilHealth)
- Plaque of Appreciation (awarded by Philippine Statistics Office)

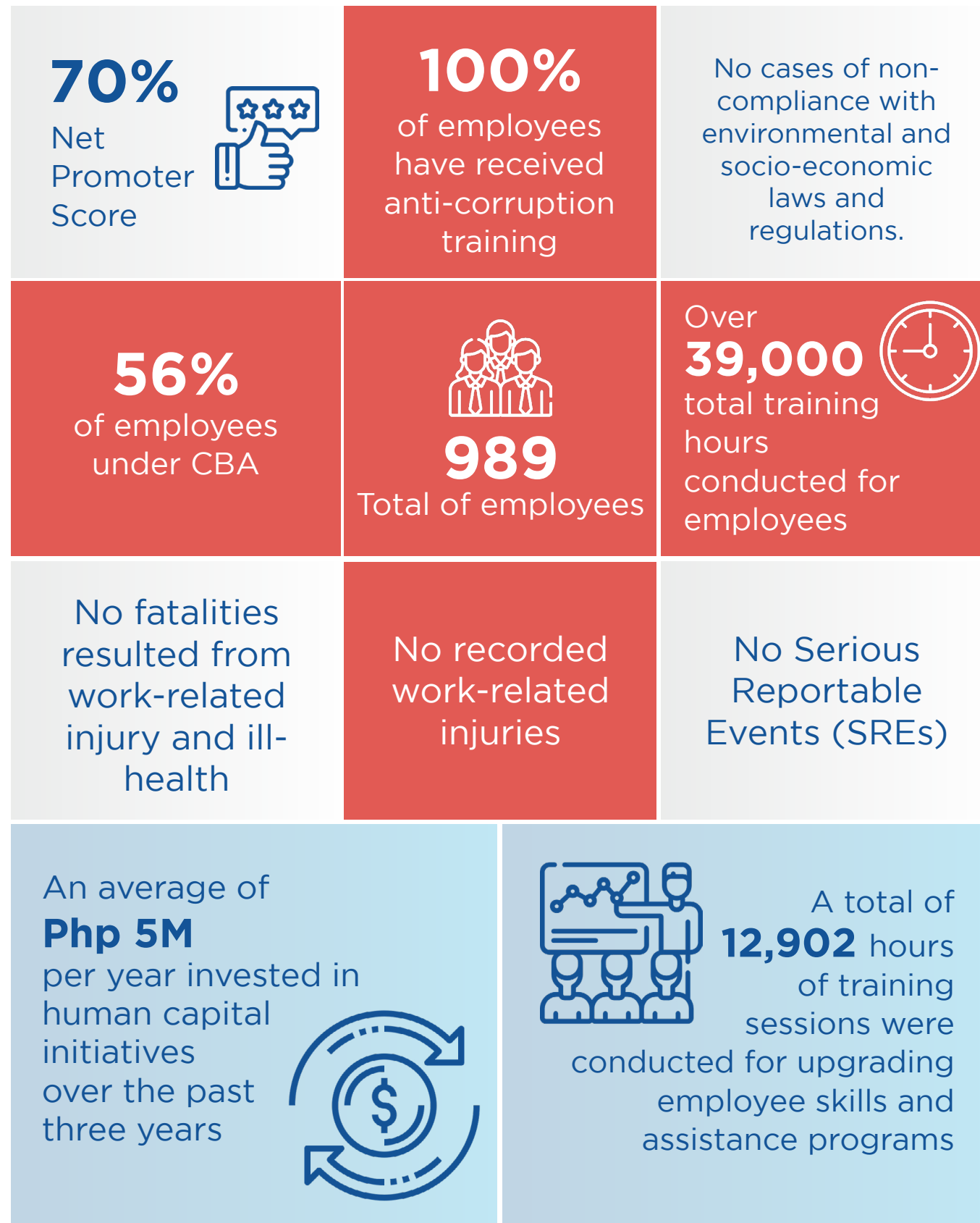
## Our Accreditations

- Accredited Residency Training in Internal medicine
- Accredited Residency Training in Pediatrics
- Accredited Residency Training in OB-Gyne
- Accredited Residency Training in Surgery
- Accredited Residency Training in Radiology
- Accredited Residency Training in Anesthesia
- Accredited Residency Training in Pathology
- Accredited Residency Training in Neurosurgery



## Our People and the Patients We Serve

3-3



## Patient's Health and Safety

3-3, 416-1

Prioritizing the health and safety of patients is the foundation of Davao Doctor's healthcare service and delivery. DDH is determined to create a secure and conducive environment that ensures patient safety throughout their healthcare journey.

The hospital delivers prompt and effective patient care regardless

of medical condition or situation. To address immediate medical needs, DDH enlisted Emergency Medicine physicians designated in its emergency rooms to provide focused care for urgent cases. Meanwhile, minor surgeries are performed in Outpatient Care Centers such as in Dumoy, SM Lanang Premier, and SM City Davao.

To ensure its responsiveness to patients' needs, DDH established a Patient Experience Division, which serves as a customer or patient ombudsman conducting independent internal complaints reviews guided by defined procedures and targets. The Hospital Ethics Committee oversees the complaint review.



Incidents of non-compliance concerning the health and safety impacts of products and services <small>416-2</small>	DDH
Total number of incidents of non-compliance with regulations resulting in a warning	0
Total number of complaints addressed	569



## Patient Satisfaction & Care Quality

3-3

Customer feedback matters to DDH as it is valuable input for enhancing the hospital's services. DDH actively encourages patients to share their experiences and suggestions to enable the hospital's staff to excel further and provide high-quality care.

Multiple avenues are available for customers to submit their feedback. These include walk-ins, calls, feedback forms, letters, referrals, and emails. Complaints and suggestions can also be lodged through DDH's social media accounts. Surveys are also conducted through text messaging and in-house survey tools. In addition, patients can forward feedback forms to the

hospital's InfoDesk and Patient Experience Office.

For 2022, the issues raised by DDH's customers are related to delays in service, employees' behavior, and billing issues. The Patient Experience Office is the primary unit of the hospital responsible for escalating these concerns to management and finding ways to resolve them.

DDH encountered various challenges during the pandemic, such as the limited number of watchers for admitted patients, lack of available rooms, the high attrition rate of staff, and delayed processing and releasing

of COVID-19 test results. To address these challenges, DDH strengthened its monitoring policy, particularly for patients with special needs, and established collaborations with government agencies to accommodate COVID-19 patients. Additional measures the hospital took include hiring relievers, offering extra incentives to nurses in COVID-19 wards, and introducing telemedicine and home care services. Given the mobility restrictions during the pandemic, DDH established a drive-thru laboratory and radiology services to bring these services closer to the community.

## Protecting Patients' Data and Medical Records

418-1

In the healthcare industry, the protection of patients' data and medical records is of paramount importance. Given the sensitive nature of medical information and the significance of maintaining patient confidentiality, DDH strictly complies with data protection regulations and implements measures to restrict access to patients' health data. The hospital treats all personal and medical information with utmost confidentiality.

DDH has provided training to its personnel on data protection to ensure the privacy and security of patient data and prevent identity theft and other data security threats. This training aims to strengthen the hospital's defense against cyber threats that could compromise medical records. By safeguarding medical information, DDH can preserve the integrity of its healthcare staff and patients.

Indicator	DDH
Number of substantiated complaints on customer or patient privacy	0
Number of complaints addressed	
Number of customers, patients, users, and account holders whose information is used for secondary purposes	
Number of data breaches, including leaks, thefts, and losses of patients medical records or data	
Percentage of data breaches in which personally identified information (PII) was subject to data breach	
Number of unique account holders who were affected by data breaches, which includes all those whose personal data was compromised in a data breach	
Number of patients affected by data breaches	

## Enhancing Accessibility of Primary Healthcare Services Quality Patient Care

3-3

Prioritizing the health and well-being of the community is vital to DDH's mission. As part of its efforts to boost the accessibility of primary healthcare services, the hospital is strategically expanding its reach by opening new outpatient centers. In 2022, DDH launched Outpatient Care Centers (OCC) at SM City Davao and SM Lanang Premier, two of the most popular malls in Davao, to extend healthcare services to more patients.

In addition, another OCC located at Dumoy offers physical check-up services in collaboration with the hospital's corporate partners through DDH's mobile clinic. The hospital staff also conducts patient visits, provides assistance, and implements a service recovery program to enhance patients' overall experience.

DDH seeks to bring medical care closer to communities through these initiatives, enhance accessibility, and foster a more patient-centered healthcare approach.



Patient Satisfactory	
DDH <sup>1</sup>	
Main Hospital	70
OCC - Dumoy	76
OCC - SM Lanang	87
OCC - SM Ecoland	78

<sup>1</sup> Conducted on a daily basis





## Fostering a Diverse Workforce

2-7

An unbiased hiring process is the cornerstone of DDH's equitable and inclusive employment practices. No preferential treatment or discrimination is allowed to ensure a fair and impartial hiring process. The hospital effectively evaluate candidates based on their qualifications and competence.

To retain and develop talent, DDH focuses on providing employees with ongoing professional development and support. Various opportunities for skills enhancement are available to employees to expand their knowledge and capabilities and develop them into skilled and adaptable employees. In line with its commitment to employee engagement, diversity and inclusion, DDH invested Php 5 million in 2022 for initiatives and programs cultivating a positive work environment and culture.



Employees by Contract and Gender 405-1		DDH
Male	Full-time	327
	Part-time	-
Female	Full-time	662
	Part-time	-
<b>TOTAL</b>		<b>989</b>

Employees by Position and Gender 405-1		DDH
Male	Senior Management	5
	Middle Management	29
	Hospital Staff	297
Female	Senior Management	11
	Middle Management	74
	Hospital Staff	573
<b>TOTAL</b>		<b>989</b>

Employees by Position and Age Group		DDH
<b>Below 30 yrs old</b>		
Senior Management		-
Middle Management		8
Hospital Staff		327
<b>TOTAL</b>		<b>335</b>
<b>30 to 50 yrs old</b>		
Senior Management		13
Middle Management		83
Hospital Staff		519
<b>TOTAL</b>		<b>615</b>
<b>Over 50 yrs old</b>		
Senior Management		3
Middle Management		12
Hospital Staff		24
<b>TOTAL</b>		<b>39</b>
<b>OVERALL TOTAL</b>		<b>989</b>

## New Hires and Turnovers

3-3

DDH experienced difficulty recruiting staff for several positions due to the limited available talent in the job market. The overseas work opportunities for health workers amid the increasing global demand for health workers intensified the competition for healthcare professionals. Among the hard-to-fill positions identified by DDH in its 2022 audit include staff nurses and pharmacists.

In response, DDH established a recruitment Referral Program and Enrollment to Employment Program for sister and nearby schools. Moreover, the hospital implemented the Battle of the Nightingales, a quiz bowl for nursing schools, to identify potential and future nurses in the region and promote DDH as their preferred employer.

To ease transitions and manage employee turnovers, DDH provides training to its employees, enabling them to acquire skills and competencies that will make them adaptable to other roles within the hospital. Furthermore, DDH introduced a program for early retirees to help facilitate the training and transition of their replacements. Through this, the hospital ensures not only skill transfer but also the preparedness of the employees as they move on to other roles.

New Hires 401-1	DDH
Total New Hires	190
Rate	19%

Turn Overs 401-1	DDH
Total Turn Over	226
Rate	23%

## Compensation and Benefits

3-3

DDH's compensation and benefits framework demonstrates its dedication to employees. It is also a pivotal factor in attracting and retaining high-quality professionals. In a competitive healthcare industry, the hospital recognizes the importance of structuring its compensation and benefits package that rewards the competence and dedication of employees.

DDH established a robust salary program to draw highly skilled professionals and ensure their commitment to the hospital. DDH's current compensation package is competitive and aligned with market standards. In addition, DDH allocates a monthly investment for the growth and well-being of employees. This investment amounts to Php 12,525.51 in 2021 and was adjusted to Php 11,474.68 in 2022.

Beyond conventional measures, DDH offered practical assistance to its employees, especially during the pandemic, and additional benefits on top of the

government-mandated employee benefits. The support included free transportation through a dedicated shuttle, food and medical assistance, free quarantine facility, and paid sick leave and allowances for employees who contracted COVID-19.

Moreover, DDH implemented work-from-home, schedule variation, and hybrid arrangements during the pandemic. In 2022, only the varied schedule option was applied to limit the number of staff working in a given space.

The hospital's 2022 Employee Satisfaction survey yielded an outstanding result with an overall satisfaction rate of 85%. The survey enables the hospital to gauge employee contentment and their overall employee experience.



Benefits 405-1	DDH	
	% of women who availed	% of men who availed
SSS	22%	78%
Pag-IBIG	35%	65%
Parental leave	7%	93%
Vacation Leave	34%	66%
Sick Leave	32%	68%
Medical benefits (aside from Philhealth)	28%	61%
Retirement fund (aside from SSS)	25%	75%
Further education support	20%	80%
(Medicine Allowance, Rice Subsidy, Fruit Basket, Christmas Basket, Uniform, Bereavement Assistance, Union Leave.)	33%	67%

Standard Entry Level Wage by Gender Compared to Local Minimum Wage 202-1	DDH
Male — Standard entry level wage	10,392
Female — Standard entry level wage	10,392
Male — Local minimum wage	433
Female — Local minimum wage	433
Male — Average hourly wage	54.12
Female — Average hourly wage	54.12

Parental Leave 401-3	DDH	
	Male	Female
Total number of employees that were entitled to parental leave	266	537
Total number of employees that took parental leave in 2022	5	47
Total number of employees that returned to work in 2022 after parental leave ended	5	47
Return to work rate	100%	100%
Total number of employees who availed the parental leave in 2021	5	47
Total number of employees that returned to work in 2022 after parental leave in 2021	5	47
Retention rate	10%	90%

## Labor-Management Relations

3-3, 2-25

Effective labor-management relations are crucial in ensuring the success of any company. At DDH, hospital administrators are serious about nurturing strong labor-management ties to preserve employee morale, maintain operational efficiency, and promote a harmonious work environment.

DDH meets with the hospital's Union leaders to discuss updates or issues concerning their peers. To ensure employees' participation in decisions related to work, DDH has a Labor Management Council (LMC) that serves as a platform for addressing and resolving disputes. The council implements an established procedure for the processing and settlement of grievances. Regular meetings are also organized by the different departments and divisions of the hospital to address and monitor employee complaints or concerns.

Another mechanism for employees to raise their work-related concerns is through the Opportunity for Improvement Reporting System (OFIRS). This mechanism allows DDH employees to report incidents anonymously and protects them from retaliation.

With diverse channels for employees to register their concerns, DDH has experienced no difficulties or challenges regarding employee engagement for this reporting year.



Minimum notice periods regarding operational changes 402-1	DDH
Minimum number of weeks' notice typically provided to employees and their representatives prior to the implementation of significant operational changes that could substantially affect them	At least one week
For organizations with CBAs, does the notice period and provisions for consultation and negotiation are specified in collective agreements?	No



## Handling Employee Grievances

2-25, 2-26, 3-3, 407-1



To promote a healthy and productive work environment, DDH institutionalized an employee grievance mechanism empowering staff to voice concerns, resolve issues, and maintain a fair workplace environment. The hospital aims to address employee grievances promptly and transparently through an established procedure.

A swift and systematic resolution process for grievances is in

place for all DDH employees. The aggrieved parties communicate their concerns in writing and inform the Union, which will advocate on their behalf. Alternatively, the Union representative may also submit to the relevant Department Head a written statement containing the nature of the grievance and desired resolution within 15 working days from the incident's occurrence. Subsequently, the appropriate Department Head

shall schedule a meeting to address the grievance within seven days of receiving the written complaint. If the grievance remains unresolved after the initial meeting or there is disagreement with the Department Head's decision, the aggrieved party or the Union has the option to escalate the matter in writing to the Grievance Committee within ten working days from the receipt of the Department Head's decision.

Percentage of Employees in Collective Bargaining Agreements 2-30	DDH
Number of Employees Under CBA	554
% of employees under CBA	56%
Number of consultations conducted with employees concerning employee-related policies	<b>Not recorded, but there are monthly LMCs (Labor-Management Council), and also Townhall meetings and regular huddles/meetings as initiated by management</b>

## Professional Development Opportunities

3-3, 404-1



Staff training and development, especially in hospital operations, is paramount. Healthcare professionals should be consistently trained and re-equipped with new knowledge and skills to provide exceptional patient care. This will result in improved patient outcomes and increased patient satisfaction.

New recruits of the hospital attend a comprehensive introductory orientation program. This onboarding program acquaints new employees with the hospital's values, policies, and procedures. New employees must undergo 40 training contact hours, while newly hired nurses undergo a 30-day onboarding program.

Training initiatives on emergency and disaster preparedness, such as Basic Life Support and Emergency and Disaster Preparedness, are also implemented to enable staff to respond to disasters and emergencies effectively. All staff must attend risk management training to enhance their ability to identify, assess, and address potential risks. This is crucial in creating a safe workplace and promoting operational resilience.

Other professional development opportunities DDH offers its employees include the Patient Experience and Data Protection and Privacy training.

### Title of Training/ Transition Assistance Programs of DDH

#### NETGO (New Employees Training and General Orientation)

- **Scope: All new hires**  
Onboarding program for all new hires totaling 40 training contact hours.



#### General Orientation Program for Nurses

- **Scope: New hire nurses**  
A 30-day onboarding program for newly hired nurses.



#### Basic Life Support for lay rescuers

- **Scope: All non-medical personnel**  
Basic Life Support Training



#### Emergency and Disaster Preparedness

- **Scope: All staff**  
Emergency and Disaster preparedness training program, which includes Fire, Earthquake, Bomb Threats, or any form of external disaster



#### Patient Experience training

- **Scope: All staff**  
A training session discussing how to provide better and quality experience to clients



#### Risk management training

- **Scope: All staff**  
Training session discussing how to assess and mitigate risks in each staff's scope of practice area of responsibility.





Percentage of employees receiving regular performance and career development reviews 404-3	DDH	
Position	Male	Female
Top Management	0%	0%
Senior Management	0%	1%
Middle Management	2%	4%
Supervisors	1%	3%
Rank and File	30%	58%

### Injuries, Ill-health and Accidents 403-9, 403-10



0

Fatalities as a result of work-related injury



0

Number of high-consequence work-related injuries (excluding fatalities)



2

Recordable cases of work-related ill-health



35

Recordable work-related injuries



4,653,838

Number of hours worked



4,653,542

Safe man hours

Programs for upgrading employee skills and transition assistance programs 404-2	DDH
Total hours of trainings conducted (Internal)	12,857
Total hours of trainings conducted (External)	45





Safety Drills Conducted	DDH
2 Fire Drills	
2 Earthquake Drills	


Training Programs on Health and Safety 403-5	DDH
Medical Trainings	204
Fire Safety Trainings	180
Occupational Health and Safety Trainings	2
COVID-19 Response Trainings	1


Workers Covered by an Occupational Health and Safety Management System Covered by an OHS management system based on:	DDH
Legal requirements and/or recognized standards/guidelines?	YES
Legal requirements and/or recognized standards/guidelines that has been internally audited?	YES
Legal requirements and/or recognized standards/guidelines that has been audited or certified by an external party?	YES



  
**5**  
Lost time accidents

  
**0.252**  
Incidence Rate

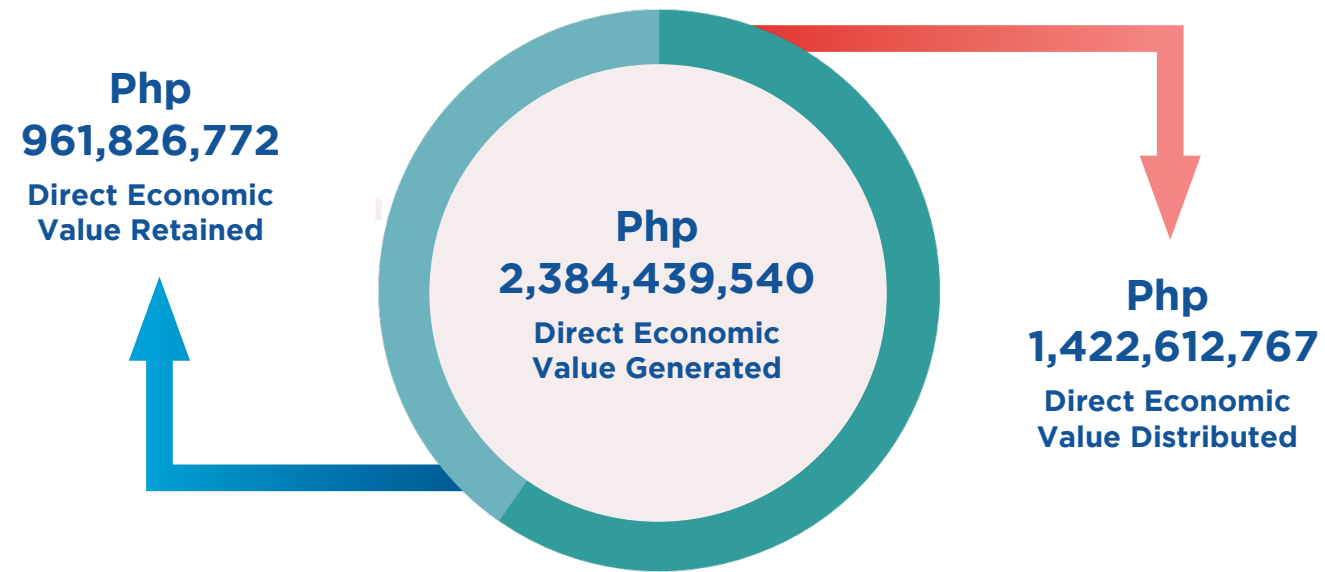
  
**6.354**  
Severity Rate

  
**3**  
Lost Days



# DDH: Organizational and Governance Performance and Approach

3-3



**Over Php 698M**  
spent on Local Suppliers

**No incidents of corruption**

DDH strives to balance the well-being of its workforce and patients with its financial success to sustain its operations. Given the inherent mission of the healthcare industry, DDH puts a premium on the well-being of its customers and staff by providing a nurturing environment, delivering quality care, and ensuring a safe workplace. In parallel, DDH continues to pursue financial success to fulfill its mission effectively. Its robust financial standing has allowed it to expand its reach and services and broaden its positive impact on local communities.

Effective governance practices that uphold ethical standards, integrity, and transparency are vital to realizing the hospital's mission and financial viability. Throughout the years, DDH has been dedicated to implementing a robust governance framework and policies to guarantee ethical and responsible operations.





## Economic Performance

3-3

Amid the unprecedented challenges brought by the COVID-19 pandemic and the resulting economic downturn, DDH's economic performance remains steadfast. Despite supply chain disruptions and mobility restrictions, the hospital innovated and adapted to evolving circumstances.

DDH's revenue generated in 2022 increased by 10.3%, equivalent to Php 248.14 Million compared

to the 2021 revenue of Php 2,399.77 Billion. Overall, the direct economic value it generated amounted to more than Php2 billion. This is higher than the previous year due to increase of patient census (DDH) and increase in enrollment (DDC).

In terms of financial reporting, DDH complies with all the reporting requirements of the government, external

organizations and banks. We promote financial transparency by regularly submitting Audited Financial Statements to relevant government agencies such as the Securities and Exchange Commission, Bureau of Internal Revenue, Department of Health, Philippine Health Insurance Corporation, and local government units.

201-1	Direct economic value generated	Direct economic value distributed	Direct Economic Value Retained
Davao Doctors Hospital	Php 2,384,439,540	Php 1,422,612,767	Php 961,826,772

As laid bare by the pandemic, hospitals and health institutions can be vulnerable to financial disruptions and risks. Business interruptions due to disasters and other calamities may severely challenge private hospitals like DDH. Thus, DDH actively explores measures to safeguard its operations and minimize financial losses. This also includes mitigating inherent risks associated with the sector, such as addressing the absence of medical malpractice insurance coverage for the hospital and its doctors.

Apart from base salaries, all employees of DDH are entitled to a benefit plan that helps ensure their financial security and well-being. The retirement benefits are reviewed every five years during the Collective Bargaining Agreement negotiation through

the hospital's Union. In addition, DDH designed a retirement plan to secure the future of its employees and foster a sense of financial stability. Annually, the hospital contributes Php 12 million as its counterpart share for the retirement cost of its employees.

Direct Economic Value Generated and Distributed (PHP) 201-1	DDH
Operating costs	<b>835,749,595</b>
Employee wages & benefits	<b>502,459,033</b>
Dividends to stockholders	<b>74,808,521</b>
Taxes to government	<b>8,724,027</b>

To effectively manage resources, DDH follows a matrix of approvals authorized by the Board, which defines the authority limits of its officers. Moreover, DDH follows an approved budget for hospital disbursements for Operating Expenses and Capital Assets. The hospital also ensures that the Board reviews and approves significant potential investments. As the parent company, Metro Pacific Health (MPH) exercises control over the hospital's management.

## Tax Management

3-3, 207-1, 207-2, 207-3

Embedded in the core values of DDH is a steadfast dedication to fiscal responsibility and adherence to tax compliance. As a for-profit company, DDH recognizes its role in contributing to the broader economic landscape of the country. Thus, DDH is committed to fulfilling its tax obligations with utmost transparency and diligence.

DDH ensures compliance with all the rules and regulations by tax authorities. Governance and compliance, including alignment with the Bureau of Internal Revenue, Department of Health, Department of Environment and Natural Resources, and local Davao government, are handled by an independent committee of the Board. A Compliance Officer and MPH Legal Monitor work closely with the independent committee to ensure compliance with the tax requirements and adherence to tax rules.

DDH hires an external auditor and tax counsel to promote transparency and accountability for its annual tax audit. Doing so enhances the overall trust and credibility of the hospital among its stakeholders, including regulatory authorities and investors.

Moreover, DDH has zero tolerance for corrupt, unethical, or unlawful dealings with tax authorities. All employees are governed by the hospital's Anti-Bribery and Anti-Corruption Policy (ABAC). They must disclose all dealings with the government; otherwise, they will be subjected to disciplinary actions.



Financial assistance received from the government 201-4	DDH
Tax relief and tax credits	<b>None</b>
Grants	<b>None</b>

TAX Country-by-country reporting (PHP) 207-4	DDH
Revenues from 3rd-party sales	<b>2,026,060,786</b>
Revenues from intra-group transactions with other tax jurisdictions	<b>358,378,754</b>
Profit/Loss before tax	<b>440,881,019</b>
Tangible Assets	<b>3,140,871,858</b>
Corporate Income Tax paid on a cash basis	<b>79,265,354</b>
Corporate Income Tax Accrued on Profit/Loss	<b>23,000,000</b>



## Supply Chain

3-3, 2-6

A robust supply chain is essential in ensuring the seamless and efficient functioning of hospitals. Providing uninterrupted and quality healthcare services, especially during critical periods, heavily relies on the dependability of our supply chain.

DDH's supply chain management involves several aspects, such as procurement, warehousing, inventory management, and dispensing of medical supplies. Each aspect guarantees an efficient flow of essential resources for the hospital's operation. DDH actively collaborates with local suppliers for its medical equipment and supplies requirements and with local contractors for its construction needs. The hospital's

procurement approach for machines, medicines, and medical supplies is centralized in the main office. However, DDH also sources some of these supplies from provincial suppliers. DDH exclusively transacts with suppliers with proper authorization and registration, adhering to its accreditation policy.

The primary risks affecting DDH's supply chain are the potential for stock shortages caused by supplier-related issues and

susceptibility to price fluctuations. The hospital must address these challenges to enhance the resilience of its supply chain.

DDH developed a platform where it conducts its bidding process and monitors incidents of non-compliance through the Opportunity for Improvement Reporting System (OFIRS). Suppliers are given an avenue to raise their concerns during business reviews, suppliers' annual orientation, and through email.

Spending on Local Suppliers (in million PHP) 204-1	DDH
Total Expense on International Suppliers	584
Total Expense on Local Suppliers	986

## Good Governance

2-14

Over the years, DDH has consistently championed responsible corporate management through a solid commitment to ethical practices and effective governance. This enduring dedication is not only a necessity but a pillar for cultivating trust, especially in the field of healthcare.

DDH's robust governance system ensures that the hospital operates with the highest efficiency, transparency, and ethical standards. Through the exemplary leadership of its Board of Directors, DDH can navigate complex challenges and adapt to the dynamic changes in the healthcare landscape.



## Board Composition

2-9

The composition of the hospital's Board is a critical factor in shaping the ability of DDH to achieve its goals and fulfill its mission. The Board of Directors oversees all aspects of the hospital, including its strategic direction, finances, and adherence to ethical and legal standards. As such, the selection is designed to be diverse and inclusive while ensuring that Board Members possess the required knowledge, experience, and expertise relevant to the hospital industry.

Under the Board, standing committees shall be established per the Corporation's Operating Procedure. These committees will serve a term aligned with the tenure of the appointing Board of Directors.

## Board Nomination and Selection

2-10

DDH adheres to a structured procedure for the nomination and selection of directors. This procedure helps ensure that individuals qualified for directorship are chosen to serve on the Board. The Director selection process relies on criteria encompassing various facets such as education, professional experience, skill set, and competencies. Ownership within the business is also assessed to ensure alignment of interests with the hospital.

During the annual meeting of stockholders slated every second Saturday in May every year, the election of Directors takes place. The Nomination Committee presents a list of candidates to streamline the nomination and selection process. In the election of directors, each stockholder entitled to vote may cumulate and distribute his votes in accordance with the Revised Corporation Code.

## Board Committees

2-9

The Committees under the Board of Directors are pivotal in addressing critical aspects of governance and decision-making. Every Board Committee comprises a chairperson who leads the committee and several members. In addition to the customary Board Committees, DDH recently created the Environmental, Economic, Social and Governance (ESG) Committee to focus on initiatives that address environmental impact reduction and social responsibility. The ESG Committee's overall role is to uphold the hospital's commitment to implementing policies and programs to achieve DDH's sustainable development objectives.

### DDH

#### NOMINATION AND ELECTION COMMITTEE 2-10

The Committee shall have at least five members, and one of whom should be an independent director to review and evaluate the qualifications of all persons nominated to the Board and other appointments that require Board approval and to assess the effectiveness of the Board's processes and procedures in the election or replacement of directors.

#### COMPENSATION AND REMUNERATION COMMITTEE 2-20

The Compensation and Remuneration Committee shall be composed of at least three members, one of whom shall be an Independent Director. It establishes a formal and transparent procedure for developing a policy on remuneration of directors and officers to ensure their compensation is consistent with the corporation's culture, strategy and the business environment in which it operates. It designates an amount of remuneration, which shall be sufficient to attract and retain directors and officers needed to run the company successfully.



## AUDIT, BOARD RISK OVERSIGHT, CORPORATE GOVERNANCE AND COMPLIANCE COMMITTEE

The Audit Committee shall be composed of at least three members of the Board, who shall preferably have accounting and finance backgrounds, and at least one member must have relevant background, thorough knowledge and experience, in risk and risk management, one of whom should be independent director, including the Chairperson. Assist the Board in performing its oversight responsibility for the financial reporting process, system of internal control, audit process and monitoring of compliance with applicable laws, rules and regulations.

## QUALITY AND SAFETY COMPLIANCE COMMITTEE

The Committee shall focus on service quality and improvement for patients and stakeholders and will provide assurance to the Board on three components of Quality - Patient Safety, Effectiveness, and Patient Experience. There shall be five committee members and among themselves, they shall appoint their Committee Chairperson.

## HOSPITAL ETHICS COMMITTEE

The Hospital Ethics Committee (HEC) shall be a standing committee of the BOD. It has four distinct Ethics Sub-committees, namely, the Organizational Ethics Committee (OEC), the Clinical Ethics Committee (CEC), the Organ Transplant Ethics Committee (OTEC), and the Research Ethics Committee (REC). The OEC's and CEC's decisions are recommendatory in nature. Due to the nature of their functions, the Organ Transplant Ethics Committee and Research Ethics Committee won't be chaired by the HEC Chair, and have independent decision-making authority regarding matters falling under their purview, i.e., their decisions as such are thus final and executory.

## ENVIRONMENT, ECONOMIC, SOCIAL, AND GOVERNANCE (ESG) COMMITTEE

The ESG Committee was created and approved by the Board during its regular meeting on May 13, 2022. It shall be composed of three members of the Board.

### Ethics and Integrity

3-3, HC-DY-270a.2, HC-DY-270a.1

Ethics and integrity across all operations are essential for the public's continued trust in DDH. The hospital's ability to uphold its vision and mission strongly relies on the ethical standards and integrity it maintains.

DDH unwaveringly adheres to its Anti-Corruption and Anti-Bribery Policy, which promotes ethical conduct and prevention of corrupt practices within its operations. This policy is a set of guidelines

that outlines the hospital's commitment to conduct business with utmost integrity and ethical consideration. DDH encourages all employees to keep the policy to heart and attend regular training sessions to guarantee full compliance.

DDH is also implementing a Whistleblowing Policy to encourage employees and stakeholders to report unethical conduct, improper actions, or

violations of company policies or legal regulations. An annual training on the Whistleblowing Policy is conducted to familiarize the employees with the reporting mechanisms. The hospital ensures the confidentiality of whistleblowers to protect them from retaliation. Any report is taken seriously by the hospital and investigated immediately. For the reporting period, no violation of the whistleblowing policy was recorded.

## Communication and Training on Anti-Corruption Policies and Procedures

205-2

DDH

Total hours of trainings conducted (Internal)	Top Management	13
	Senior Management	9
	Middle Management	41
	Supervisors	61
	Rank and File	877
Total hours of trainings conducted (External)	Top Management	13
	Senior Management	9
	Middle Management	41
	Supervisors	61
	Rank and File	877
Business partners to whom the organization's anti-corruption policies and procedures have been communicated to		75
Directors and management that have received anti-corruption training		13
Directors and management to whom the organization's anti-corruption policies and procedures have been communicated to		13

### Compliance

DDH practices responsible corporate behavior by adhering to the rules and regulations set by regulatory bodies. By complying with the reporting and other requirements of authorities, DDH contributes positively to the broader society.

In line with the Department of Health's requirement to be transparent regarding pricing information, DDH enrolled in the DOH Health Facility Price Advisory (HFPA). For DDH, pricing transparency fosters trust between patients and the healthcare provider and holds the hospital accountable for its pricing practices.





## DDH's Environmental Approach and Responsible Use of Resources



DDH, as a significant healthcare institution in the region, fully takes to heart its increasingly crucial role in safeguarding the environment. As a hospital, DDH's business operations generate a limited carbon footprint. In recognition of the impact of its activities, DDH is also taking the role of a responsible corporate entity deeply committed to preserving the environment.

To operate responsibly and sustainably, DDH uses a multi-faceted approach encompassing energy management, waste reduction and management, and emissions control. Innovative measures and increased investments have been implemented to reduce the hospital's ecological footprint.

### Water Management

The sustainable and responsible use of water is a critical component of DDH's operations. The hospital has adopted reliable approaches for its water management.

DDH's water management practices focus on conserving water by enhancing its bathroom fixtures' water efficiency. It has installed efficient faucets, showers, and toilets to prevent water wastage, while plumbing checks are regularly conducted to eliminate leaks. DDH has committed a monthly allocation

of Php 100,000 for disinfection measures as part of its water management program. Moreover, the hospital has substantially invested Php 5 million to construct a new 50 cubic meter Sewage Treatment Plan.



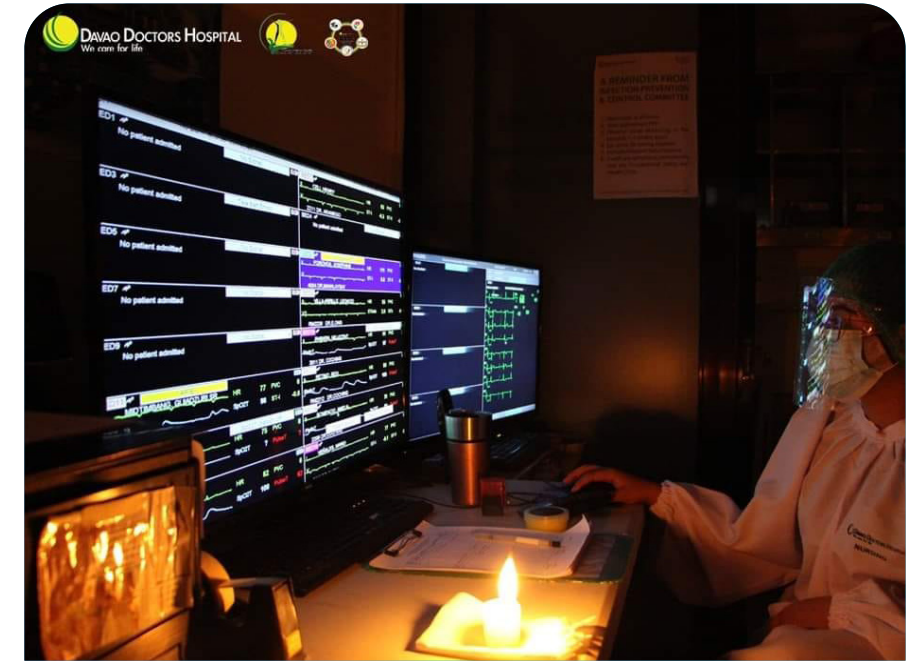
**181,449**  
Water Consumption <sup>303-5</sup>

### Energy Management

DDH's energy objectives primarily center around enhancing energy efficiency and integrating renewable energy sources into its operations. This dual approach aims to diminish the hospital's impact on the environment and, at the same time, decrease its dependency on non-renewable energy.

In its pursuit to enhance energy efficiency, DDH takes a proactive approach by introducing several measures to optimize its infrastructure. Specifically, DDH implements regular preventive maintenance services for its air conditioning systems. This helps reduce the energy consumption of the hospital and minimize energy wastage.

The adoption of renewable energy sources is another strategy DDH



is exploring. DDH can enhance its energy resilience by relying less on traditional energy sources through this approach. In line with this, it is considering the government's

Retail Competition and Open Access (RCOA) program, which empowers business owners to choose their own retail electricity supplier.

### Energy Consumption

302-1, HC-DY-130a.1.



**8,047,280.66 kWh**  
Total Energy Consumption (Electricity)



**45,913 kWh**  
Renewable (Solar)



**5,100.00 L**  
Total Fuel Consumption (Diesel)

### Energy Intensity



**5,731,273 kWh/ktCO<sub>2</sub>e**  
Electricity



**15.94 L/tCO<sub>2</sub>e**  
Generator Diesel



**17.57 L/tCO<sub>2</sub>e**  
Vehicle Diesel



## Emission Control Measures



DDH's efforts to reduce its medical waste are intricately linked to its commitment to curb carbon emissions. DDH manages possible spread of infection coming from medical waste by contracting government accredited hazardous waste transporter and treater while it has not installed yet a waste treatment facility. DDH is compliant with the requirements of the Environmental Management Bureau and was issued permit to operate in 2022 and prior years. In complying with the regulatory requirements, the hospital also improves the management of hazardous waste. As part of its emission management, DDH vigilantly monitors its Scope 1 emission by conducting annual assessments of its nitrogen dioxide (NO<sub>2</sub>) and carbon

monoxide (CO) emissions. By regularly completing these emissions tests, the hospital gains valuable insights into its environmental impact and identifies areas for improvement in our operations.

Recognizing that Scope 2 emissions are beyond its control but primarily influenced by power producers, DDH remains committed to ensuring safety and compliance in other crucial aspects of its operations. DDH is responsible for carbon emissions for its generator equipment and radiation emitting machines.

The hospital endeavors to comply with the standards of quality and safety for the patients, medical

and technical teams who are directly handling patients and machines. The hospital maintains stringent adherence to radiation safety policies and procedures for significant air emissions from radiation-emitting machines. By adhering to these safety policies and procedures, DDH ensures its patients' and staff's well-being and minimizes potential harmful emissions.

Moreover, DDH is committed to reducing carbon emissions through innovative initiatives to manage infectious solid waste. Responsibly managing infectious waste contributes to a greener environment and a safer community.

Air Quality	DDH	
Direct (Scope 1) GHG emissions	13,798.20	
Energy indirect (Scope 2) GHG emission (kg CO <sub>2</sub> e) <sup>305-2</sup>	151,208.40	
Nitrogen oxides (NO <sub>x</sub> ), sulfur oxides (SO <sub>x</sub> ), and other significant air emissions <sup>305-7</sup>	NO <sub>2</sub> (mg/Nm <sup>3</sup> )	176.7
	CO (mg/Nm <sup>3</sup> )	457.2

## Hazardous Waste Management

3-3, 306-1, 306-2, 2-14

DDH practices a conscientious approach to managing its healthcare waste. As a healthcare institution, DDH generates substantial waste, including infectious materials, that could harm the environment and people. To address this challenge, DDH is championing responsible waste management by strictly adhering to policies to ensure that hazardous chemicals and materials are handled correctly.

At the forefront of its effort to limit its impact on the environment, DDH established a Solid Waste Management Facility to process, recycle, and manage waste streams efficiently. The hospital is also constructing a Solid Waste Treatment Facility equipped with thermal decomposition machines as a complement. Further, DDH has a Sewage Treatment Plant for the proper handling of its wastewater discharge.

Our company aims to significantly reduce our plastic pollution by imposing restrictions on the use of disposable plastics. To foster a more environmentally friendly atmosphere within its premises, DDH strictly prohibits single-use plastics.

Hazardous Waste Management <sup>HC-DY-150a.1, HC-DY-150a.2</sup>	DDH	
<b>Waste Generated<sup>306-3</sup></b>		
Hazardous Waste	MT	44.56
Non-Hazardous Waste	MT	86.16
<b>Waste Diverted from Disposal<sup>306-4</sup></b>		
Others	MT	130.72



## Addressing Climate-related Challenges



DDH understands the urgency of addressing climate-related challenges and risks and their far-reaching impacts on businesses and communities. As such, the hospital is proactively taking steps to build business resilience and reduce its carbon footprint.

To identify and address climate-related risks that may impact the company, DDH has formed climate-related committees responsible for overseeing the process, including the audit and management of the company's risks. These committees are pivotal in formulating strategies and approaches to manage risks effectively. DDH has also instituted policies and actively promotes best practices to confront tangible threats from climate change.

## Our Local Communities

Service to the community is a core value of Davao Doctors Hospital as part of its commitment to creating bigger ripples of positive impact beyond its business operation. DDH gives back through community-oriented initiatives and encourages responsible corporate citizenship among its employees. Over the years, DDH has implemented various charitable and philanthropic programs, ranging from medical missions to volunteer initiatives, to strengthen its connection to communities and support underserved populations.

### DDH Balik-Alay Foundation: Making a Lasting Impact in Davao

Davao Doctors Hospital's corporate social responsibility arm, the DDH Balik-Alay Foundation, stands as a testament to the hospital's commitment to community welfare. Initiated by the medical staff organization and funded by the hospital, the foundation supports the community through various philanthropic activities. These include providing scholarship grants, responding to disasters and emergencies, offering financial and medical aid, participating in environmental protection, and conducting seminars and lay forums. The DDH Balik-Alay Foundation exemplifies a sustainable approach to community engagement, promoting education, health, and social well-being.



### Community Engagement: Medical Missions and Relief Operations

DDH's dedication to service transcends disaster and adversity. In times of crisis, our company serves as a pillar of support and unwavering resilience in the community. Through our community initiatives and response and recovery efforts, DDH aids communities to bounce back better and emerge even stronger.

In December 2021, after one of the deadliest storms, Typhoon Rai, hit the Philippines, Davao Doctors Hospital volunteer teams provided consultations, psycho-spiritual debriefing, medication, vitamins, and relief packs to adult and pediatric patients. This three-day medical mission and humanitarian effort served over 3,000 people, addressing their immediate health and basic needs.

When another severe storm struck in October 2022, DDH teams quickly responded to the emergency assistance needs of the Municipality of Upi in the Province of Maguindanao. The LMC - Community Development and Family Welfare Committee initiated this medical relief campaign called Typhoon Paeng: Act of Love, which solicited donations to support the affected community. As a result, 150 households with completely damaged homes benefited from the generosity of donors.

Aside from participating in disaster medical missions, DDH also holds a quarterly bloodletting activity in partnership with the Davao Blood Center. In this campaign, Davao Doctors Hospital's Blood Bank and Community Development Team promote regular blood donations.





# Makati Medical Center

**MHTC MakatiMed**

TOWER 1

INFOR





Valuing lives and providing premium and personalized healthcare services are the commitments that make Makati Medical Center (MakatiMed) the premier and preferred hospital in the Philippines for over 50 years.

Located at the heart of the Makati central business district, MakatiMed has a 600-bed capacity and delivers quality and compassionate services through its highly skilled, competent, and board-certified Physicians, Nurses, Allied Healthcare Professionals, and Management Staff, equipped with modern facilities and state-of-the-science medical equipment and technology.

MakatiMed is committed to the best practices in healthcare, safety standards, and patient care. The hospital is accredited by the Department of Health (DOH) and PhilHealth, a Mother-Baby Friendly Hospital since 2018 under the Mother-Baby Friendly Hospital Initiative (MBFHI) program of the DOH, the United Nations Children's Fund (UNICEF), and the World Health Organization (WHO). It is also accredited by the international certification body, Joint Commission International (JCI) since 2011, a public acknowledgement of the hospital's world-class services and continued dedication to superior patient care. This year, the International Organization for Standardization audited MakatiMed's Quality Management System.

MakatiMed provides and performs medical and surgical services for admitted patients; emergency medical and surgical services; laboratory and diagnostic tests and analysis; and treatment procedures based on patient medical needs. The hospital is also a renowned Medical Training Institution, providing an excellent training ground for future medical doctors.

## Our Membership and Association

- Philippine Hospital Association (PHA)
- Private Hospitals Association of the Philippines (PHAPI)

## Our Awards and Recognition

- DOH Hospital Star Awards Level 3 Hospital Category
- First DOH Accredited Cancer Specialty Center in a General Hospital
- Platinum Award-WSO Angels Awards Angels Initiative for Stroke Management
- Gold Award Patient Experience Improvement Category Asian Hospital Management Awards 2022
- The Outstanding Workers of the Republic (TOWER) Awards- Innovative Team Services Category (Healthcare)
- 58th Anvil Awards Public Relations (PR) Program Category on a Sustained Basis
- Investors in People Philippines Awards- Rewards and Recognition Category

## Our Accreditations

- The Joint Commission International- Hospital
- ISO 9001: Quality Management System
- Association of Philippine Medical Colleges (Medical Internship Program)
- Philippine Society of Pathologist, Inc (Residency Training in Anatomic and Clinical Pathology)
- The Philippine Society for Microbiology and Infectious Disease, Inc. ( Fellowship Training Program)
- Philippine Board of Anesthesiology (Residency Training Program)
- The Philippine Dermatological Society, Inc. (Residency Training Program in Dermatology)
- Philippine Board of Emergency Medicine (Residency Training Program)
- The Philippine Board of Ophthalmology (Residency Training Program)
- Philippine Board of Otolaryngology-Head and Neck Surgery, Inc. (Residency Training Program)



- Philippine College of Physicians (Internal Medicine Training Program)
- Philippine College of Cardiology (Fellowship Training Program in Adult Cardiology)
- Cardiac Rehabilitation Society of the Philippines (Training Center for Cardiac Rehabilitation)
- Philippine Society of Echocardiography (Training on Echocardiography)
- Philippine Society of Medical Oncology (Medical Oncology Fellowship Training Program)
- Philippine Rheumatology Association (Fellowship Training Program)
- The Philippine Society of Endocrinology, Diabetes and Metabolism, Inc. (Fellowship Training Program)
- Philippine Society of Gastroenterology (Fellowship Training Program)
- Philippine College of Hematology and Transfusion Medicine (Adult Hematology Training Program)
- The Philippine Society of Nuclear Medicine (Services and Training in Diagnostic and Therapeutic Nuclear Medicine)
- Philippine Obstetrical and Gynecological Society (Foundation), INC. (Residency Training Program)
- Philippine Society of Ultrasound in Obstetrics and Gynecology
- Philippine Society of Maternal Fetal Medicine, Inc. (Fellowship Training Program Maternal Fetal Medicine)
- The Philippine Pediatric Society, Inc. (Pediatric Residency Training Program)
- Philippine Academy of Pediatric Pulmonologists, inc. (Pediatric Pulmonology Subspecialty Program)
- Philippine Society of Nephrology (Fellowship program)
- The Philippine Neurological Association (Residency Training Program)
- Philippine Psychiatric Association, Inc (Residency Training Program)
- Philippine College of Radiology (Residency Training Program)
- Ultrasound Society of the Philippines (Ultrasound Fellowship Training)
- Computed Tomography and Magnetic Resonance Imaging Society of the Philippines (Fellowship Training Program in Computed Tomography and Magnetic Resonance Imaging)
- Philippine Radiation Oncology Society (Fellowship Training Program)
- Philippine Society of General Surgeons, Inc (Residency Training Program)
- Philippine Association of Plastic Reconstructive & Aesthetic Surgeons, Inc. (Fellowship Plastic Surgery Training Program)

## PROVIDING COMPASSIONATE CARE: Our People and the Patients We Serve

3-3

### Expanding Services to Ensure Quality Patient Care

3-3

On March 31, 2022, MMC Care Access opened a new outpatient center in Araneta City, making it the first satellite medical facility outside Makati City. The center provides quality healthcare services, including health screening services, diagnostic imaging services, and hemodialysis treatment accredited by DOH and PhilHealth.

Makati Medical Center (MMC) launched the Mobile Care Access services to bring the healthcare services closer to the communities. Residents may avail face-to-face consultations, basic laboratory and diagnostic services, and routine vaccination.

## Ensuring Patient's Health and Safety

3-3, 416-1

### Emergency Care

Since 2014, MMC has a formally established Clinical Emergency Preparedness Committee under the Office of the Medical Director to respond to Clinical Emergencies in the Hospital. Provision of cardiac/medicine response is not limited to inpatient units. The Resuscitation Services Program is designed to ensure that cardiopulmonary resuscitation services for adult and pediatric patients are available 24 hours a day, every day throughout ALL areas of the hospital. The Clinical Emergency Preparedness Committee is a hospital-wide, multidisciplinary committee that provides clear direction to ensure efficient management of the resuscitation services.

### Addressing Safety-related Concerns

2-25

At Makati Medical Center, an automated incidents tracker system is developed to monitor safety incidents and action plans to prevent recurrence of the event. The hospital's Quality Management Division monitors this dashboard and reports to leadership improvements implemented. For 2022, there is no incident of non-compliance concerning the health and safety of products and services provided to the patients. A committee under the Office of the Medical Director has been monitoring and implementing medical device-related activities in the hospital. Two (2) subcommittees, namely the (1)

Medical Supplies and Implants Subcommittee and (2) Medical Equipment Subcommittee, were created to monitor the selection, procurement, post-implant/use of the medical devices/supplies to patients. Medical Implants are properly tagged and a tracker is established in case a product recall arises.



## Enhancing Patient Satisfaction & Care Quality

3-3

### Customer Feedback

To efficiently manage Incident and complaints reporting, Makati Medical Center (MMC) launched the Automated Complaints & Incidents Tracking System (ACITS) on August 7, 2017. With this improvement of shifting from paper based to automated information system, feedback from the patients is addressed immediately. Complaints from patients are investigated and a department-level root cause analysis is conducted. Improvement strategies are developed and implemented to address the results of the analysis. Feedback form is not limited to patients and employees as customers of the services available in the hospital are also encouraged to report incidents.



The number of incident reports collected reflect the confidence of the staff members to report safety concerns and to know that the information shared will be acted upon. The Patient Relations

Department under the Quality Management Division oversees the implementation of this information system. They serve as the liaison officers of MMC to patients with concerns.

### Programs for Better Patient Experience

2-25



With most healthcare facilities advancing to a more patient-centered culture, Makati Medical Center (MMC) launched the PX Program that aims to deliver quality service for all patients at every encounter that they have, from the start to the end of their health care journey. The PX program of MMC does not limit its scope to collection of complaints and incidents- it goes beyond incident management and handling of complaints. The patient experience program in MMC is integrated in the Hospital's Quality and Safety Indicators. Quality measures are developed for a holistic representation of the health care journey of the patients.

### Patient Engagement

3-3

The PXU Rounds in Makati Medical Center (MMC) allows the Patient Relations Department (PRD) to give assistance to the patients. It encourages patients to provide their feedback on the hospital's services.

During the pandemic, PRD implemented the Telerounds to continue this service to the patients. This project won Gold in the 2022 Asian Hospital Management Awards, acknowledging the goal of the Department to continually involve the patients and assist them in their concerns. Aside from the initiatives of PRD, the Information Communication Technology Division and Creative, Communications and Sales Services Divisions have developed technologies such as the TeleMD, equipped with platforms for scheduling appointments, online payment services, HealthHub's teleconsultation services, and online HMO LOA request services.



### Protecting Patients' Data and Medical Records

418-1

MMC sustained its investments in data security for the past three years, with approximately Php 14 million in combined capital expenditure and operating expenses. The hospital installed infrastructure security components and implemented practices to identify vulnerabilities within system domains, including perimeter and virtual machine firewall, Network Access Control (NAC) for intrusion detection/prevention monitoring, email filtering, and threat protection software. Moreover, MMC initiated a 100% implementation of Multi-Factor Authentication (MFA)

for Microsoft 365 users, Data Storage encryption for critical and non-critical systems, Backup/Restore technology upgrade, and data erasure software for various storage devices.

MMC's Data Privacy Unit under the Hospital Compliance, License and Accreditation Division held a Data Privacy Week to orient the employees and patients on the Data Security Measures implemented in the hospital. A week-long celebration that includes lobby exhibits and pop quizzes were implemented to reorient the Hospital employees

on the Data Privacy Rights and Security Measures. MMC has been recognized by the National Privacy Commission as compliant with its registration of the Data Process Systems.



## Fostering a Diverse Workforce

2-7

Makati Medical Center fosters a diverse workforce and provides equal opportunities. The recruitment and selection process accepts potential applicants based on the needs of the organization. A job description with details of qualifications, trainings, and experience is included in the request form of the hiring manager. The hospital's application form does not require the applicants to disclose their age, religion, political disposition, color, disability, and national origin.

within the organization for career advancement and professional growth. MMC has been practicing conscious and fair assessment on its employee's career advancement. All employees are assessed annually based on their performance. HRMDD developed and is implementing a Career Architecture Program (CAP) which enables equal opportunity and awareness on how an employee can transition to a better position.

MMC acknowledges the benefits of a multigenerational workforce. As of December 31, 2022 the age diversity in MMC are as follows: 1,376 (42%) below 30 yrs. old; 1275 (39%) 30-39 yrs old; 405 (12%) 40-49 yrs. Old, 251 (7%)>50 yrs. old.

The data on age diversity shows that the bulk of employees are below 30 years old, while a large headcount (39%) holds management positions between ages 30-39 years old. Of personnel above 30 years old, 30% hold top to senior management positions. 65% of all management positions are in the supervisory level, with 67% coming from ages 30-50 years old. We are able to retain valuable institutional knowledge and share to the new future leaders of the organization.

As of December 31, 2022, MMC workforce has a total of **3,307**, wherein **2,317 (70%) are female employees** and **990 (30%) are Male employees** which is consistent with the global estimate of 67% of women in health and social care workforce (World Health Organization).

As of December 31, 2022 Makati Medical Center's Senior Management comprise of 46 employees (Male = 12; Female = 34); Middle Management and Supervisors are 615 (Male= 189; Female= 426) and Hospital Staff including House Staff are 2,646 (Male= 789; Female= 1,857). The gender parity in the senior management level is consistent with the total number of Female (70%) and male (30%) employees in MMC.

When it comes to job opportunities and career advancement, internal hiring/developmental assignment within the organization is encouraged. MMC Employees are given the opportunity to apply for a vacant position

## New Hires and Turnovers

3-3

For 2022, MMC experienced a significant attrition rate of 50%. A high turnover rate can have a profound impact on the organization, affecting employee morale and productivity. To effectively manage this situation, Human Resources Management and Development Division (HRMDD) plays a crucial role in addressing this issue by developing retention strategies, including the provision of career development opportunities, and fostering a positive work environment.

Nursing and Patient Care Services Division (NPCSD) developed the Nursing Licensure Educational Assistance Program (NLEAP) to augment the manpower issues. Non-registered nurses were contracted to serve as additional manpower under the supervision of a licensed registered nurse. During their training, they are provided with learning programs to aid them in preparing for the National Licensure Exam for Nurses. Two (2) batches received comprehensive exam preparation and extensive review sessions through NLEAP, resulting in passing rates of 81% and 73%, respectively.

Initiatives on addressing increasing turnover rate and improvements on recruitment were acknowledged by an external certifying body- Investors in People (IIP). MMC proved that they are establishing connections with their people, providing abundant learning opportunities and comprehensive infrastructure that clarifies career paths which led the institution to be awarded the Gold Accreditation.

## Compensation and Benefits

3-3



Makati Medical Center's HRMDD assisted employees in securing the One COVID-19 Allowance (OCA) and Special Risk Allowance (SRA) equivalent to almost 10 months from the Department of Health (DOH). The release of these incentives brought much joy to the community, including employees, doctors, and outsourced services. Furthermore, in adherence to the established standards, HRMDD updated several HR related policies, including Loyalty/Service Awards, Meal Allowance, Hospital Uniform, Separation from Employment, Hospital Granted Leaves, Bereavement Assistance, Special/Hazard Pay, Group Life Insurance, Health Care Benefits, and Medical Device Fund.



Below table shows the percentage of employees per gender who availed the benefits in 2022.

Benefits 401-2	MMC	
	% of women who availed	% of men who availed
SSS	7%	14%
Philhealth	5%	6%
Pag-IBIG	13%	10%
Parental leave	2%	3%
Vacation Leave	72%	69%
Sick Leave	46%	49%
Medical benefits (aside from Philhealth)	100%	100%
Retirement fund (aside from SSS)	1%	1%
Further education support	1%	1%
Telecommuting	80%	88%
Life Insurance	100%	100%
(Medicine Allowance, Rice Subsidy, Fruit Basket, Christmas Basket, Uniform)	100%	100%
Bereavement Assistance	0.14%	0.95%
Union Leave	2.93%	0.35%

MMC is compliant with the statutory wage mandated by the Department of Labor and Employment. It ensures equality of remuneration through objective assessment of the skills, responsibility, and work of the individual based on the organization's predefined salary structure. Salaries are defined based on the job classification and position of the employee.

MMC Employees are oriented on the Government-Granted Leaves that they may avail. In 2022, a total of 80 employees have availed their parental leaves. Testimonials from the employees especially the lactating mothers appreciate the Breastfeeding in the Workplace Policy of the hospital and the provisions of breastfeeding stations that enabled them to continue their breastfeeding

journey. Makati Medical Center has been certified as a Mother-Baby Friendly Hospital (4th time) and Mother-Baby Friendly Workplace (3rd time). These accreditations from the Department of Health certify our Mother-Baby Friendly practices in the hospital for the patients and employees.

## Labor-Management Relations

3-3, 2-25

MMC implemented a Management Open Door Policy, enabling Union members to directly and immediately bring their grievances and concerns to the concerned departments. The hospital typically notifies the employees and their representatives four (4) weeks before the implementation of significant operational changes and had a total of six (6) consultations concerning employee-related policies. The Union, Makati Medical Center Employees Association (MAMACEA), has a total of 2,356 (71%) members in 2022.



## Handling Employee Grievances

2-25, 2-26, 3-3, 407-1



Makati Medical Center has established a process where employees are entitled to due process in accordance to the Hospital's Code of Conduct. The Grievance committee under the Collective Bargaining Agreement (CBA) investigate and conduct case conferences. All whistleblowing reports are filed to the Compliance Department and treated in a confidential manner.

## Professional Development Opportunities

3-3, 404-1



MMC and its HRMDD held a total of 356 training sessions for employees with more than 35,000 total training hours as of December 2022.

The Nursing Patient Care Services Division (NPCSD) of MMC aims to enhance training programs, provide robust support for nurses' mental well-being, and implement measures to improve

overall job satisfaction. The NPCSD prioritized certifications in specialty nursing care. In July 2022, five (5) team members successfully completed a comprehensive wound therapy course offered by SAHZU (The Second Affiliated Hospital of Zhejiang University of Medicine). This course covered various aspects of wound care and management, healthcare

professionals are equipped with advanced skills and knowledge in wound assessment, healing physiology, infection control, and the utilization of advanced wound therapies. Ten Emergency Nurses underwent certification training provided by the Emergency Nurses Association (ENA) in the Emergency Severity Index (ESO) Triage system.



This training, completed in November 2022, enables our nurses to effectively prioritize patient care by accurately assessing patient acuity and assigning appropriate levels of care. In October 2022, MMC and St. Paul University Manila (SPUM) formalized an academic partnership for the Master of Science in Nursing (MSN) Program. This collaboration aims to enhance the knowledge and skills of selected nursing leaders from MMC through the program offered by SPUM.

Nurse Residency Probationary Program (NRRP). This structured program assists new graduate nurses in transitioning to professional nursing practice which includes classroom instruction, simulation-based training, and clinical experiences. A total of 806 new nurses completed the program across 36 batches, with an overall rating of 2.25 out of 3.00. Two batches received comprehensive exam preparation and extensive review sessions through the Nursing-Licensure Educational

Assistance Program (N-LEAP), resulting in passing rates of 81% and 73% respectively. Through the Graduate Studies Assistance Program (GSAP), the NPCSD granted 100% scholarships to 43 qualified nursing leaders. In partnership with St. Paul University Manila (MSN degree) and University of Makati (MAN degree), this program aimed to achieve enhanced skills and knowledge, improved performance, career advancement, employee retention, and organizational development.

## Promotion of worker health and safety

Makati Medical Center has established an Occupational Health and Safety Program which aims to safeguard the workers against injury, sickness, or death by providing a safe and healthy working environment. Different health and safety programs were implemented to ensure safety of all employees, including the two (2) hospital-wide fire and earthquake drills conducted by the institution's Emergency Preparedness Committee.

Aside from this, safety trainings, basic life support training, Emerging Pandemic Diseases Trainings and other Occupational Health and Safety Trainings (Radiation Safety, Biological Safety etc.) were also carried out.



## Strengthening our Core

### Our Organization and Governance Approach



MMC had a successful year in 2022, surpassing pre-pandemic revenue performance achieving PhP 8.4 billion in revenues, a 10% increase from the previous year.

Patients' confidence in returning to the hospital was reflected in the 20% increase in outpatient census and the almost doubled patient visits to the Emergency Department. MMC's strong revenue performance allowed it to reach an EBITDA of PhP 2 billion, a 25% increase from 2021. The

hospital's cost-saving measures, such as rationalizing outsourced services and efficient use of medical supplies, contributed to the improved profitability. With the strong EBITDA performance, MMC prioritized upgrading its medical equipment with a PhP 177 million investment, followed by IT, office equipment, and renovation projects. The hospital settled its outstanding bank loans of PhP 155 million and declared cash dividends of PhP 236 million. Efforts to collect from PhilHealth, HMOs, and corporate accounts resulted in a reduction of outstanding receivables by 37%, and cash generated from outstanding performance and good collection efforts resulted in an increase in cash balance to PhP 1.8 billion by the end of 2022.

The hospital was able to increase its functional bed capacity by 22%, allowing it to cater to the 32% increase in inpatient admissions compared to the previous year, particularly in both the Departments of Medicine and Surgery.



## Tax Management

3-3, 207-1, 207-2, 207-3

Makati Medical Center complies with the applicable tax laws set by the Bureau of Internal Revenue. The Controllership Department, under Finance Division handles the tax filing and compliance of the Hospital. All taxes paid are properly computed and approved by the Chief Finance Officer. The Chief Finance Officer, the Audit Committee, and Board of Directors (BOD) review and approve the tax strategies. The Controllership Department under the Finance Division ensures compliance on both local and national taxation. All tax audits are regularly reported to the Audit Committee and BOD meetings. Tax reporting review is part of the audit of the annual financial statements. The hospital has a policy on engaging a third-party and interacting with tax authorities.

Financial assistance received from the government 201-4	MMC
Tax relief and tax credits	None
Grants	7,159,510.00
TAX Country-by-country reporting (PHP) 207-4	MMC
Revenues from 3rd-party sales	8,440,818,290.00
Revenues from intra-group transactions with other tax jurisdictions	N/A
Profit/Loss before tax	1,051,731,161.00
Tangible Assets	9,255,781,401.00
Corporate Income Tax paid on a cash basis	275,083,532.00
Corporate Income Tax Accrued on Profit/Loss	336,384,897.00

## Supply Chain

3-3, 2-6

The Procurement Department contributed total Negotiated Savings for 2022 to PhP 199.9Mn. This included PhP 157.7Mn (7.39%) saved from total purchase value of PhP 2,135 billion compared to PhP 2,075 billion in 2021. An additional PhP 42Mn in savings came from contracts such as Preventive Maintenance Contracts, Third-Party Service Provider Contracts, Tie-up, and Warehousing Agreement.



## Good Governance

2-14



In 2021, MMC adopted the culture of quality, safety and compliance. 2022 ushered strengthening the hospital-wide culture of compliance and corporate governance. The Corporate Governance and Compliance Committee of the BOD met in March, April, and May and initiated the creation / review of the Committee Charters: Board Charter and Corporate Governance and Compliance Committee Charter (approved by Medical Doctors Inc (MDI) BOD in March 2022); Audit and Risk Committee Charter (approved by MDI BOD in May 2022) and Ethics Committee and Nomination and Election Committee Charters (approved by MDI BOD in July 2022). The Code of Business Conduct and Ethics was reviewed by the Committee and submitted to the BOD for approval in June

2022, ensuring the relevance and consistency of the document to MMC's Culture of Compliance and Ethics. The Committee approved in June 2022 the Annual Corporate Governance Report and was submitted to SEC on June 30, 2022.

A Compliance Handbook in digital form was disseminated to all employees in July 2022. For a clearer process of solicitation, sponsorship and grant, a guideline was established and approved in October 2022. Letters were sent to all vendors and contracted services regarding "Non-acceptance of gifts from MMC Service Providers / Contractors" especially in the upcoming Christmas season.

As of year-end 2022, Corporate Governance policies roll-out was at 100% for Directors, Officers and Employees, 100% for vendors and 89% for medical staff, and a total of 236 gifts (165), donations (25), sponsorships (45), and grants (1) registry forms were processed. There was NO whistleblowing report processed in 2022. MMC embarked on the journey towards a Culture of Compliance in 2021. The journey continues as we review and strengthen our processes and embed compliance and ethical practice in the professional lives of all MMC employees, trainees and medical staff led by the MDI Board and its Leadership.



Communication and Training on Anti-Corruption Policies and Procedures 205-2		MMC
Employees to whom the organization's anti-corruption policies and procedures have been communicated to	Top Management	6
	Senior Management	40
	Middle Management	186
	Supervisors	429
	Rank and File	2354
Employees who have received anti-corruption training	Top Management	6
	Senior Management	40
	Middle Management	186
	Supervisors	429
	Rank and File	2354
Business partners to whom the organization's anti-corruption policies and procedures have been communicated to		665
Directors and management that have received anti-corruption training		22
Directors and management to whom the organization's anti-corruption policies and procedures have been communicated to		22

## Board Committees

2-9

### MMC

#### NOMINATION AND ELECTION COMMITTEE

The Nomination and Election Committee ensures that the Board of Directors of the Corporation will have a formal and transparent Board nomination and election policy.

Members		
Mr. Manuel V. Pangilinan <b>Chairman</b>	Atty. Pilar Nenuca P. Almira Dr. Conrado Gabriel C. Lorenzo III Dr. Victor L. Gisbert Mr. Jose Amado A. Fores Atty. German Q. Lichauco II <b>Members</b>	Ms. Bitá S. Avendaño Atty. Ricardo Pilares <b>Resource Persons</b>

#### CORPORATE GOVERNANCE AND COMPLIANCE COMMITTEE

The committee ensures that the Board of Directors (the "Board") adheres to corporate governance and compliance principles in order to ensure the integrity, transparency and proper governance in the conduct of the corporate affairs. The Committee shall also be responsible to assist and advise the Board in establishing and reviewing policies on compensation, benefits and retirement of the directors, employees, executive and corporate officers of the Corporation, ensuring that it is consistent with the culture, strategy and the business environment on which the Corporation operates.

Members		
Mr. Francisco A. Dizon <b>Chairman</b>	Ms. Judy A. Roxas Mr. Manuel V. Pangilinan Ms. Ma. Susana A.S. Madrigal Dr. Conrado Gabriel C. Lorenzo III Atty. German Q. Lichauco II <b>Members</b>	Dr. Mila D. Uy (Compliance Officer) <b>Resource Person</b>

## Corporate Governance Policies

People you trust, Trust us.

**Makati Medical Center is committed to make the hospital an ETHICAL ORGANIZATION that is not only characterized by its commitment to integrity, professionalism, compassion, and teamwork, but it is likewise defined by its excellence in service.**

**This hospital is compelled and encouraged to do what is right and good to ensure that the organization operates and transacts within the bounds of law.**

**Gifts, Donations, Sponsorships and Grants**

- MakatiMed employees do not accept cash nor cash equivalent gifts (e.g. gift cards or certificates).
- Patients, relatives, and visitors are encouraged to show appreciation for employees and doctors who give exemplary service by giving commendation in the patient experience.

**Anti-Bribery and Anti-Corruption (ABAC)**

MakatiMed has zero tolerance on bribery and corruption. The hospital does not tolerate them in any kind, directly, or through third parties.

**Third Party Management**

When dealing with Third Parties, MakatiMed observes the following principles:

- Conducting due diligence to know the third party and the risk(s) involved
- Ensuring that third parties adhere to MakatiMed's ABAC policy
- Conducting regular monitoring to ensure third party compliance to applicable policies

**Conflict of Interest**

- MakatiMed employees are required to declare all outside interest(s) and employment.
- Employees are prohibited from engaging in any activity that may give rise or may be perceived to give rise to a conflict of interest.

**Whistleblowing**

- MakatiMed employees are encouraged to report any incidence of corruption and wrongdoing.
- MakatiMed provides protection in favor of the whistleblower or the one who reports violation of policies.

**Government Interactions**

- MakatiMed remains independent from any political affiliation and all employee actions will be characterized with utmost integrity.
- Payments made to Government Officials are only allowed if they are legitimate and receipted government-related expenses.



## AUDIT AND RISK COMMITTEE

The Committee ensures the integrity of the Corporation's financial reporting processes, including ensuring the integrity of financial reports and other financial information provided by the Corporation to the public, governmental and/or regulatory bodies. The Committee also provide oversight over the Corporation's Enterprise Risk Management System to ensure its functionality and effectiveness.

Members		
Ms. Diana P. Aguilar <b>Chairman</b>	Mr. Francisco A. Dizon Mr. Francisco S.A. Sandejas Mr. Jose Ma. K. Lim Dr. Benjamin N. Alimurung <b>Members</b>	Mr. Arnold C. Ocampo Mr. Reymundo S. Cochangco <b>Resource Persons</b>

## ETHICS COMMITTEE

The Ethics Committee assists and advise the Board of Directors in its development and management of policies and procedures on: (1) the ethical aspect of the provision of medical care, compliance and quality assurance and (2) on clinical risk management, infection control and medication appropriate use. The Committee shall ensure that the Board oversees that the Corporation is committed to the highest ethical and professional standards in healthcare aligned with its continuing business concern.

Members		
Mr. Francisco S.A. Sandejas <b>Chairman</b>	Dr. Benjamin N. Alimurung Ms. Ma. Susana A.S. Madrigal Mr. Augusto P. Palisoc, Jr Mr. Jose Amado A. Fores Dr. Victor Gisbert <b>Members</b>	

## Ethics and Integrity

3-3, HC-DY-270a.2, HC-DY-270a.1

Makati Medical Center complies with the Department of Health's mandate on providing access to price information for patients. The hospital has General Operating Procedures on how inpatient and outpatients are provided with updated price information before their procedure and during their stay in the hospital. Pricelist is accessible in all our stationed kiosks and MMC website, and can also be requested from the nurses' stations, registration counters, or through our 24/7 MakatiMed On-call service.

# ADVANCING ENVIRONMENTAL STEWARDSHIP: Our Environment and Responsible Use of Resources

## Water Management

3-3

MMC's preventive approach underscores their commitment to minimizing water loss. MMC ensures the regular maintenance of its cooling systems and complies with effluent discharge standards. These efforts have led to positive results, achieving a 10% reduction in water usage in 2022 compared to 2021, with water consumption dropping from 259,014 cubic meters to 233,077 cubic meters.



**233,077**  
Water Consumption <sup>303-5</sup>

## Energy Management

MMC, conscious of its hospital-wide power consumption, underwent third-party energy audits to identify areas for improvement. With centralized chillers being a significant energy consumer, MMC implemented chiller management, lighting controls, and partial solar loading strategies to manage their energy usage. Additionally, the hospital actively sets annual energy reduction targets and looks into investing in solar panels to address its growing demand for energy.

## Energy Consumption

302-1, HC-DY-130a.1.



**21,314,977.00 kWh**  
Total Energy Consumption (Electricity)



**11,933.00 L**  
Total Fuel Consumption (Diesel)



**998,108.70 kWh**  
Renewable (Solar)

## Energy Intensity



**1,402,301.12 kWh/ktCO<sub>2</sub>e**  
Electricity



**373.46 L/tCO<sub>2</sub>e**  
Vehicle Diesel



**998,108.70 kWh/ktCO<sub>2</sub>e**  
Solar



**372.63 L/tCO<sub>2</sub>e**  
Generator Diesel



## Emission Control Measures

MMC also demonstrates its dedication to emissions management by closely monitoring Scope 1 emissions monthly. The hospital further tracks Scope 2 emissions through metered Meralco bills. MMC is currently working to reduce Scope 1 emissions through compliance with standards set by the Department of Environment and Natural Resources. It likewise ensures that its hospital undergo regular preventive maintenance. By implementing chiller management, lighting controls, and partial solar loading, MMC is actively driving energy efficiency to minimize its carbon footprint.

Air Quality	MMC
Direct (Scope 1) GHG emissions <sup>305-1</sup>	<b>32,477.42</b>
Energy indirect (Scope 2) GHG emission (kg CO2e) <sup>305-2</sup>	<b>400,508.42</b>
GHG emissions intensity <sup>305-4</sup>	<b>131</b>

## Hazardous Waste Management

3-3, 306-1, 306-2, 2-14

Hospital operations are identified as inputs that can lead to increased waste generation at MMC. The hospital diligently tracks, manages, and controls waste through DENR-accredited

service providers. By engaging third-party waste collectors and promoting waste management and segregation, MMC fosters responsible waste disposal practices. Through periodic

inspections and compliance with regulatory requirements, MMC ensures proper waste handling and minimizes environmental impact.

Hazardous Waste Management <small>HC-DY-150a.1., HC-DY-150a.2.</small>		MMC
Hazardous Waste	MT	<b>362.66</b>
Non-Hazardous Waste	MT	<b>784.98</b>
Recycling	MT	<b>32,125 kg</b>
Others	MT	<b>130.72</b>
Others (pyrolysis)	MT	<b>362.66</b>

## Addressing Climate-related Challenges



MMC upholds the Department of Health's mandate to all healthcare facilities to be resilient and remain accessible and functioning in times of disasters. MMC annually evaluates the risks related to climate change. The Emergency Preparedness Committee of the hospital uses the Hazard Vulnerability Assessments (HVA) tool to identify the risk and develop strategies to mitigate these risks. In conformance with DOH, the hospital annually submits the Hospital Safety Index. The tool determines the hospital's capacity and readiness for any disaster or emergencies.

Key metrics are monitored and evaluated annually. The hospital's Emergency Preparedness Program is reviewed annually and reported to leadership.





## Our Local Communities

### Affordable and Accessible Treatments



Philippine Health Insurance Corporation (PhilHealth) released a circular with the nationwide data on patients with Chronic Kidney Disease and released a Z-benefit package to ease the financial cost of renal replacement therapy. Since 2014, Makati Medical Center maintained its accreditation as a PD First Z-benefit package provider for patients diagnosed with End-Stage Renal Disease.

MMC has been a partner of the National HIV Program and has been serving People Living with HIV (PLHIV) since 2013. The Center for Travel and Tropical Medicine of MakatiMed is the first private hospital-based DOH-

accredited HIV Treatment Hub and certified PhilHealth Outpatient HIV/AIDS Treatment center



### Honoring Insurance Policies

HC-DY-240a.1

Through MMC's Creative, Communications and Sales Services (CCSS) Division, contributions from its Health Maintenance Organization (HMO), Corporate, and Strategic Hospital Alliance Program (SHAP) partners collectively grew by 29% versus

2021, reaching nearly PhP 4B in revenues. All three (3) business segments had double-digit revenue growth performances at 27%, 36%, and 34% respectively. The HMO segment, being the biggest contributor, brought in 81% of this share in CCSS targets,

that provides medical services and provision of free antiviral medications.

Another program was initiated to help cancer patients with the cost of their medications, comply with their treatment, and improve adherence to medication. Makati Medical Center launched two (2) Patient Access Programs: one where patients can avail the chemotherapy drugs at a cheaper price and a program scheme that enables patients receive free medications. Enrollment to these programs have recorded 37 beneficiaries.

or about 38% of total MMC revenues. Patient census wise, these segments contributed 43% of 2022's inpatient census, 47% of outpatient census, and 66% of the Emergency Department census.

## Catering to National and International Patients

Since its inception in 2010, the MMC Strategic Hospital Alliance Program (SHAP) has served patients within the country and outside. With its objective to be a more sustainable alternative to opening satellite clinics in other areas of Metro Manila and its neighboring provinces as well as in the Visayas & Mindanao regions, its over 100 partners has served patients in need of excellent, high quality healthcare services and modern technology from almost every corner of the country. The program allows a medical facility to have access to modern and high-end technology/services without the burden of capex investment. The MMC SHAP was awarded as Galing Likha Kalusugan

Awardee in 2012, and has served over 110,000 patients (average of 8,600/year) through its structured and efficient referral system. The program has expanded to cover international patients who have International Medical Facilitators as SHAP partners.

Local and international members of partner insurance agencies are medically cared for in MakatiMed and assisted from pre-admission all the way to discharge through the in-house Medical Concierge and the Corporate Business Officers under Creative, Communications and Sales Services Division.

MMC Care Access | Discovery Primea, an offsite outpatient center of Makati Medical Center collaborated with different institutions to issue medical certificates and create packages for OFWs. As a result, their patient census increased significantly from an average of 131 per month to 318.

Makati Medical Center has maintained its brand and known among the diplomats. MMC Medical team has been chosen as the Medical Aid for various nationwide events and diplomats to provide emergency and onsite medical assistance.

### Supporting Low-Income Patients

HC-DY-240a.1

Makati Medical Center grants discounts on medical services to patients who are qualified to avail the Health Services Program privileges based on an objective evaluation of our licensed Medical Social Workers.

The Department of Pediatrics conducts a regular pediatric community clinic at Bukas Palad Foundation Inc. in Tramo, Pasay City every Friday afternoon and Bukas Palad Foundation, Inc. in Tambo, Paranaque City every Wednesday afternoon. These clinics are attended by the Residents and Interns as well as the Pediatric Pulmonology Fellows. Pediatric patients are seen for a variety of complaints but regardless of the complaint, the doctors also focus on the general health, nutritional status and feeding habits, immunization compliance, and development/educational status of the child.



Visual screening is done as well as emphasis on good dental hygiene. Once a month, about 20 patients are also seen on a Saturday morning for general

health checkup at the community clinic of the order of Malta. This clinic is attended by the Residents under the supervision of an MMC Consultant.



## Harnessing the Power of Social Media

MMC, enhanced by its communication initiatives, aims to continue its thrust of promoting a healthy way of life, arming patients with relevant information on how to adapt to a new and healthy normal and keeping them informed about different diseases – including emerging diseases. As humanity adjusts to post-pandemic living, MMC assists them throughout their healthcare journey. The program utilizes a wide range of media platforms being utilized by the general public and the current markets served to promote health education and awareness, making knowledge about health and well-being accessible to everyone— a reminder that health should be prioritized in their daily lives.

- **Facebook Posts:** Essential health tips and raising awareness about various medical conditions are disseminated through Facebook where people can share or have a short read
- **Vodcasts:** MakatiMed initiated interactive sessions are held where viewers can ask questions in real time. Medical Experts openly discuss topics relevant to the community. The engaging video content delivers comprehensive health information in an easily digestible format.

Makati Medical Center has no incident of non-compliance to Marketing-related regulations. To ensure compliance at all times, the hospital has implemented strategies to ensure service information are accurate and adequate, and we observe responsible marketing communication. The following are the strategies implemented by the hospital:

1. Promotional initiatives, especially those with discounts, are always processed and released with the permission of the Department of Trade and Industry (DTI).
2. The use of the MMC Logo as a branding standard is registered with the Intellectual Property Office of the Philippines (IPO).
3. Clearance and approval of corporate branding group custodian, Creative, Communications and Sales Services, is required prior to the release of any promotional materials.
4. A hospital policy on Development of Press Releases and other Related Materials is implemented to ensure all information included in the advertisement/campaign is accurate and from a reliable source.

## Ensuring Quality and Addressing Concerns

2-26

### Incorporating a Patient-Centered Approach

We exist to serve our patients. By utilizing a multi-platform approach, MakatiMed ensures that it effectively reaches and engages different audiences based on their age, demographics, behavior, and preferred media consumption habits to provide health education.

Our approach includes:

- **TV Guesting:** Ensuring accessibility to those with

limited internet access, these television broadcasts cover a wide range of health topics, providing valuable information and raising awareness about various diseases and preventive measures.

- **Radio Broadcasts:** By partnering with local radio stations, MakatiMed can reach individuals who may not be active on social media or

prefer to receive information through radio whenever they are in or away from home.

- **Vodcasts:** MakatiMed initiated interactive sessions are held where viewers can ask questions in real time. Medical Experts openly discuss topics relevant to the community. The engaging video content delivers comprehensive health information in an easily digestible format.

### Connecting and Supporting Communities Through Innovation

Despite the pandemic's disruptions, Makati Medical Center's Health Service Program (HSP) continued to serve the community. The HSP offers free consultations to eligible Filipinos based on socioeconomic evaluation conducted by Medical Social Workers within the hospital. In addition, the program provides a 20% diagnostic discount and waives doctor's professional fees during hospital confinement.

### Community healthcare Wherever!

MakatiMed launched its Mobile Care Access Program that provides affordable and quality healthcare services in the community either through its Home Care program or community-based scheduled visits where consultations and simple diagnostic tests are made available to the residents or employees of the community.



# CORPORATE SOCIAL RESPONSIBILITY

## MAKATI MEDICAL CENTER: Surgical Missions and Outreach Programs

Beyond our mission of providing quality healthcare, MMC is committed to serving the community and fulfilling its corporate social responsibilities. Here are some of the initiatives that we have implemented to give back to the community:



### One Good Deed

In this initiative, MMC's Service Operations Division staff placed their food orders and surprised the riders when they handed off food to them. This gesture shows how MMC values the people who serve the community, especially during the pandemic.



### AETA Community Outreach

MMC's Wellness Center, in partnership with the MMC Foundation and PLDT-Smart Foundation, distributed 600 bags of school supplies to Aeta children. This initiative is an example of MMC's dedication to promoting education and empowering marginalized communities.

In partnership with other organizations, MMC Surgery Department leads major surgical missions providing free laparoscopic cholecystectomies, herniorrhaphies, and thyroidectomies to various beneficiaries. The Surgery Department also conducts in-house surgical missions providing free thyroidectomies to disadvantaged patients.



### Child Haus

MMC has partnered with Child Haus, a center that provides a place of respite for cancer-stricken children from the provinces who need financial support for their treatments and a place to stay. In April, the Service Operations team, in cooperation with the Managers Council, provided medicines, coloring books, crayons, and hygiene kits to the children, showing their support for these young patients and their families.



The MMC Foundation conducts minor surgical, medical, and ophthalmological missions in Pakil, Laguna, and nearby communities. The Foundation and the Ophthalmology Department also celebrates Sight Saving Month by providing free eye screenings.



### Concordia Children's Services

In August 2022, MakatiMed representatives from different Outpatient departments distributed milk, rice, medicines, diapers, and cleaning packs for children and caregivers of the center. This initiative demonstrates MakatiMed's commitment to helping improve the lives of children in need.

In partnership with the Israel Embassy & Mashav, the Foundation likewise supports the Isha Project, providing free consultation and pap smears for women in celebration of Women's Month.



Through these initiatives, Makati Medical Center has shown that it is not only a world-class healthcare provider but also a socially responsible corporation that cares for the welfare of the community. MakatiMed's commitment to service and its efforts to help those in need are admirable and serve as an inspiration to others to give back and make a positive impact on society.



# GRI Content Index

**Statement of use** MPH Inc. has reported the information cited in this GRI content index for the period January 1, 2022 to December 31, 2022 with reference to the GRI Standards

**GRI 1 used** GRI 1: Foundation 2021

General Disclosures			
GRI STANDARD	DISCLOSURE	LOCATION	OMISSION
<b>The Organization and its Reporting Practices</b>			
GRI 2: General Disclosures 2021	2-1	Organizational details	4, 12, 14
	2-3	Reporting period, frequency and contact point	4
	2-4	Restatements of information	No restatements
	2-5	External assurance	The report has not undergone external assurance
	<b>Activities and workers</b>		
2-6	Activities, value chain and other business relationships	4, 14, 45, 22, 49, 26	
2-7	Employees	39, 10, 43	
<b>Governance</b>			
2-9	Governance structure and composition	23, 52	
2-10	Nomination and selection of the highest governance body	91	
2-14	Role of the highest governance body in sustainability reporting	46, 22, 50	
2-15	Conflicts of interest	66	
2-18	Evaluation of the performance of the highest governance body	52, 22	
2-20	Process to determine remuneration	91	
2-21	Annual total compensation ratio	40, 62, No data	
<b>Strategy, policies and practices</b>			
2-22	Statement on sustainable development strategy	6, 8, 10, 30	
2-23	Policy commitments	13	
2-25	Processes to remediate negative impacts	62, 41, 13, 14, 40, 25, 45, 46, 81, 82, 105, 106, 111, 110	
2-26	Mechanisms for seeking advice and raising concerns	14, 46, 60, 82, 111, 125	
2-27	Compliance with laws and regulations	47, 67, 24, 53	
2-28	Membership associations	35, 57, 5, 38	
<b>Stakeholder engagement</b>			
2-30	Collective bargaining agreements	14, 58, 82	
<b>Material topics</b>			
GRI 3: Material Topics 202	3-1	Process to determine material topics	27
	3-2	List of material topics	27, 28

## TOPIC SPECIFIC DISCLOSURES

GRI STANDARD	DISCLOSURE	LOCATION	OMISSION
<b>Economic performance</b>			
GRI 3: Material Topics 2021	3-3	Management of material topics	64
GRI 201: Economic Performance 2016	201-1	Direct economic value generated and distributed	44, 65, 88
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GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	10, 23, 39, 60, 46, 66, 61, 78, 80, 110
	405-2	Ratio of basic salary and remuneration of women to men	No data
GRI 3: Material Topics 2021	3-3	Management of material topics	11, 40, 44, 62, 79
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	11, 40, 62, 79
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	12, 40
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	202-2	Proportion of senior management hired from the local community	No Data	
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# SASB

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	Total amount of: (1) hazardous and (2) nonhazardous pharmaceutical waste, percentage (a) incinerated, (b) recycled or treated, and (c) landfilled	HC-DY-150a.2	50, 68, 97, 120
Climate Change Impacts on Human Health & Infrastructure	Description of policies and practices to address: (1) the physical risks due to an increased frequency and intensity of extreme weather events and (2) changes in the morbidity and mortality rates of illnesses and diseases, associated with climate change	HC-DY-450a.1	Policy on Continuing operations during adverse weather conditions (PL-HRD-062) (AHI)
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