



INTEGRATED  
DIAGNOSTICS  
HOLDINGS

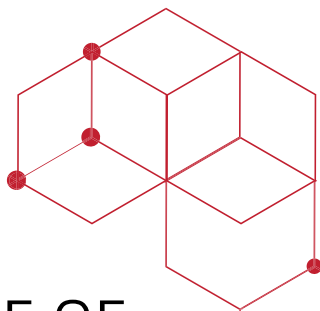
[idhcorp.com](http://idhcorp.com)



## Integrated Diagnostics Holding Sustainability Report 2022

Integrated solutions for future-fit healthcare

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# CHAIRMAN NOTE



LORD ST JOHN  
OF BLETSO

Chairman

## Dear Stakeholders,

I am delighted to share with you our Sustainability Report for the fiscal year 2022. This report demonstrates our steadfast commitment to creating a sustainable future, while maintaining our unwavering focus on delivering high-quality healthcare services to our patients.

## EMBRACING AN ESG STRATEGY

Our commitment to Environmental, Social, and Governance (ESG) principles is more than just a responsibility; it is a part of who we are. Last year, we officially outlined our ESG vision and strategy, providing a clear roadmap for our sustainability journey. This year, we are excited to announce our new ESG strategy that not only fortifies our commitment but also addresses new challenges and opportunities that have arisen in our ever-evolving landscape.

## FIRST YEAR OF TCFD REPORTING

We are proud to announce that 2022 marked our first year of Task Force on Climate-related Financial Disclosures (TCFD) reporting. This constitutes a significant step in our commitment to transparency and accountability in our ESG endeavours. For a thorough review of our TCFD disclosures, I invite you to refer to pages 80 to 84 of this report.

## EXPANDING OUR FOOTPRINT SUSTAINABLY

Our growth journey took an exciting turn in 2023 as we embarked on a greenfield expansion into the Kingdom of Saudi Arabia. This new venture, in partnership with Biolab, IDH, and Izhoor, marks our entry into a fast-growing and under-served diagnostic market. We are confident that this strategic partnership will allow us to serve the Saudi people effectively while ensuring the long-term success and sustainability of this expansion.

As we celebrate this milestone, it is important to note that our expansion is grounded in the principles of responsible and sustainable growth. We are keen on ensuring that our new operations align with our ESG commitments and contribute positively to the local communities we serve.

## OUR CONTINUED COMMITMENT

While we are proud of the progress we have made, we recognize that the journey towards sustainability is an ongoing one. Our management team continues to monitor and adjust our risk matrix and heat map to ensure robust governance and business continuity. We also remain committed to the professional development of our team, providing them with rewarding and fulfilling career opportunities.

To our valued shareholders, we extend our deepest gratitude for your unwavering support. We believe that our commitment to ESG principles, coupled with our strategic growth initiatives, will continue to create sustainable value for all our stakeholders.

As we move into 2023, we are well-positioned to deliver not only growth and profitability but also a positive impact on the communities we serve. We are excited about the journey ahead and look forward to sharing our progress with you in the coming years.

**Lord St John of Bletso**

Chairman

# CEO LETTER



PROF. DR.  
HEND EL SHERBINI  
IDH Group CEO

## A DEFINING YEAR: OUR STRATEGIC APPROACH IN CHALLENGING TIMES

In this unique period of unprecedented sustainability challenges, IDH stands resilient and strategically positioned. Our journey, marked by rapid growth and a low-carbon footprint, is driven by the ambition to not just survive but to thrive amidst change. As we navigate this critical juncture, we are proud to say that this year marks a significant milestone as we have devised our first comprehensive Economic, Environmental, Social, and Governance (EESG) strategy.

Our EESG strategy underscores our commitment to confront the volatile, fragile, and rapidly changing world we live in. It is a testament to our ambition to foster a sustainable business model, cultivate an inclusive and diverse workplace, harmonize advanced technologies with customer excellence, and take proactive measures to mitigate the climate crisis.

These pillars form the backbone of our priorities and actions, steering us towards our goal of transforming healthcare. We aim to drive responsible innovation, creating a future-fit and resilient healthcare system built on a holistic, proactive, and preventative approach to human health. Our vision is a world where everyone, regardless of their background or status, has access to affordable, high-quality integrated diagnostic solutions. This vision not only supports human well-being and longevity but also contributes to a flourishing and inclusive society.

While I am keen on sharing our sustainability vision, commitment, and progress, this would be impossible without first mentioning some of the critical issues of our time.

## ENTERING THE ERA OF MULTICRISIS

Climate change has been named *"the greatest public health challenge of the 21st century"*, and rightly so. As temperatures, pollution, and inequalities rise, millions will face new health conditions, respiratory and vector-borne diseases, and

abrupt extreme events over the upcoming decades. Heat stress, droughts, and water scarcity will first impact the most vulnerable groups. The array of second-order risks, such as stress related to the loss of jobs and livelihoods, will leave nobody untouched.

These events will put greater pressure on the healthcare system, challenging the accessibility of essential health services. This will impact our businesses, facilities and employees, with possible infrastructure disruptions influencing our capacity to ensure service quality and continuity. Growing financial constraints, global instability, regional exposures, and the availability of critical materials will require careful consideration.

At this point, the prospects sound grim, but they are just part of the story. Many of the outlined issues could unfold in very different ways if we manage to make the right decisions. We have more than a few ideas on how to proceed, and our strategy is about bringing them together in a comprehensive and integrated manner.

## FUTURE-PROOFING HEALTHCARE

Almost every issue mentioned above can be reversed to the opposite with a well-weighted approach, contributing to the WHO vision of building "the capacity of health systems to protect and improve population health in an unstable and changing climate".

An essential part of this shall be working with various stakeholders, harnessing innovative approaches, and cutting-edge technology, and building partnerships to facilitate the structural transformation of the healthcare system. We are ready to drive that change and lead within our domains while standing on the firm ground of our values, commitments, and best available evidence.

We know that the world is facing one of the most critical moments of its history. And we are ready to live through this time while supporting everyone who comes along. We are

here to care for the people, help the planet recover, and help meet shared sustainability goals.

## KEY ESG ACTIONS OF 2022

Despite a challenging operating backdrop, particularly in our home market, Egypt, we are proud to report that IDH has achieved significant success this year. We have continued to invest in our people, processes, and technology to deliver high-quality healthcare services to our patients and customers.

As a founding signatory to IFC's Ethical Principles in Healthcare (EPIHC), we are committed to upholding the highest ethical standards in our operations, including in our interactions with patients, customers, and other stakeholders.

In 2022, we marked a significant milestone with Al Borg Scan becoming the first laboratory in Africa to earn the esteemed ACR accreditation for its nuclear medicine and ultrasound units. The ACR accreditation is globally recognized as one of the most prestigious certifications for radiology service providers. Additionally, Al Mokhtabar and Al Borg secured ISO 45001 and ISO 14001 certifications.

We uphold quality as our paramount priority, and we consistently adhere to international standards and best practices. In reflection of our commitment, we have successfully maintained a comprehensive suite of accreditations, including CAP, JCR, JAS, JCI, HCAC, ISO 9001, ISO 15189, ISO 27001, and ISO 17025. These certifications stand as a testament to our unwavering dedication to excellence in healthcare service provision.

In addition to these accreditations, we are proud to have been recognised as a Top Employer by the Top Employer Institute. This recognition is a reflection of our ongoing efforts to provide a positive work environment, foster talent development, and promote diversity and inclusion within our organization.

As a testament to our dedication, we proudly recall our recognition in 2021 by EDGE, the global certification standard for gender and intersectional equity, positioning us as the first healthcare company in the Middle East and North Africa region to receive this certification. We believe that diversity and inclusion are essential to creating a sustainable and socially responsible organization, and we remain committed to promoting these values.

In our journey towards sustainability, we have built our strategy on the pillars of Environmental, Social, and Governance (ESG) practices. To this end, we have set clear and measurable goals, and we are proud to have achieved GRI compliance. We believe that the integration of sustainability into every aspect of our operations is not only good for the planet but is also beneficial to the well-being of our communities and the future of our business. We will continue to enhance our strategies and practices to secure a sustainable and resilient future. This strategy was shaped by our holistic sustainability framework, which expands upon strategic ESG value propositions and material issues identified in our previous assessment. It is further refined by our updated understanding of materiality and emerging priorities across scales, distilled into four key pillars and twelve priority areas:

**Sound Governance:** Our commitment to ESG integration, doing what's right, and prioritizing quality first.

**Next Economy:** Our pursuit of business for good, customer excellence, and responsible suppliers.

**Flourishing Society:** Our dedication to health for all, human potential, and stronger communities together.

**Liveable Planet:** Our active engagement in climate action, promotion of a circular economy, and efforts towards replenishing water resources.

Our efforts delivered the desired results in 2022, with conventional revenue posting sustained growth throughout the year dually driven by rising test volumes and increasingly favourable pricing. More specifically, conventional revenue expanded 18% year-on-year to record EGP 2.9 billion in 2022, on the back of a 9% year-on-year increase in both conventional test volumes and average net sales per test. What is arguably even more impressive, and what clearly displays the effectiveness of our strategy over the last three years, is the fact that our conventional revenue now stands at a remarkable 33% above its pre-pandemic value, with test volumes also recording 11% higher than their corresponding figure in 2019, adjusting for increased testing due to the 100 Million Healthy Lives Campaign during 2019.

Sustained growth in our conventional business helped to partially offset a 75% year-on-year decline in COVID-19-related revenue as both tests performed and average revenue per test fell throughout the 12-month period. Overall, we recorded revenues of EGP 3.6 billion, down 31% year-on-year, and net sales<sup>1</sup> of EGP 3.5 billion, down 30% from the previous year when our consolidated results had been boosted by an exceptional contribution made by our COVID-19-related offering.

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1. Net Sales is calculated as revenues excluding commission fees paid by Biolab as part of the company's revenue sharing agreements with QAIA and Aqaba Port..

1. Covid-19-related tests include both core Covid-19 tests (Polymerase Chain Reaction (PCR), Antigen, and Antibody) as well as other routine inflammatory and clotting markers including, but not limited to, Complete Blood Picture, Erythrocyte Sedimentation Rate (ESR), D-Dimer, Ferritin and C-reactive Protein (CRP), which the Company opted to include in the classification as "other Covid-19-related tests" due to the strong rise in demand for these tests witnessed following the outbreak of Covid-19.



From a supply chain front, we have continued to invest in our supply chain management and structure, and we now have 4 mega warehouses housing all IDH's supplies, with a fully digitized warehouse management system. We have also made significant progress towards digitalization, with multiple operating systems and processes now digitized, which we believe will help us to drive operational efficiencies and better serve our patients and customers.

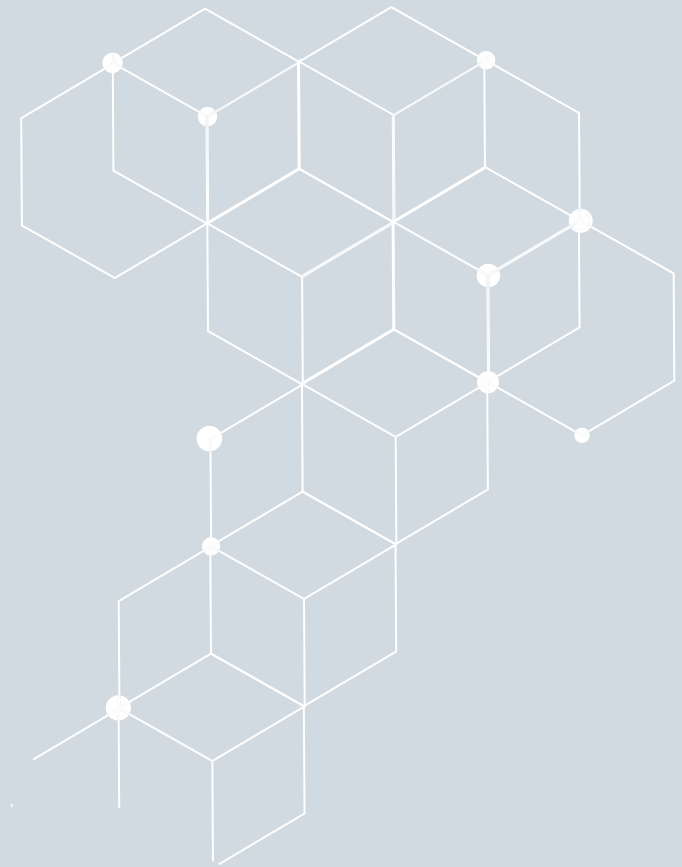
Furthermore, we have developed and implemented a corporate-wide waste management policy and SOP, which has resulted in a reduction of waste across our facilities and branches. We believe that waste reduction is an important part of our sustainability efforts, and we remain committed to minimizing our environmental footprint in all areas of our operations.

Looking ahead, 2023 will undeniably present its unique set of challenges, including the continued impact of economic factors such as currency devaluation and inflation. However, we have taken proactive steps to address these issues. We have introduced multiple price adjustments to partially account for the fast-rising inflation in Egypt. Nevertheless, we have refrained from passing on the full burden to our patients. We strongly believe that as a leading healthcare provider, we have a responsibility to ensure that our services remain accessible to as many patients as possible. This approach not only reflects our commitment to our patients but also our confidence that providing additional support in times of financial need will enhance patient loyalty in the long term, thereby contributing to revenue generation. Furthermore, across all geographies, we aim to leverage our market-leading position to attract and retain new patients to the Group, offering them appealing value propositions that only a Group boasting our scale can offer.

In conclusion, IDH remains committed to delivering high-quality healthcare services while upholding the highest ethical standards and promoting sustainability and social responsibility. We would like to thank all our stakeholders for their continued support, and we look forward to working together to create a better future for all.

**Prof. Dr. Hend El Sherbini**

IDH Group CEO



ABOUT  
THE REPORT



## REPORTING STRUCTURE

The IDH Sustainability Report serves as a transparent and comprehensive account of our sustainability journey, showcasing our progress and performance on defined material topics. This report is a reflection of our commitment to meet the expectations and requests of our stakeholders, who play a vital role in shaping our sustainability agenda. It is the second one in our series of sustainability reports, representing our ongoing efforts to communicate our sustainability strategy, initiatives, and outcomes. It provides a holistic view of our sustainability framework, encompassing the four key pillars: **Next Economy, Liveable Planet, Flourishing Society**, and **Sound Governance**. We believe that by addressing these interconnected areas, we can create long-term value for our stakeholders while effectively managing our social, environmental, and economic impacts.

Furthermore, this report delves into the specific activities undertaken by IDH, shedding light on our sustainability practices across our operations and supply chains. By focusing on these material topics, we ensure that our efforts are directed towards addressing the most pressing sustainability challenges and opportunities that we face.

Through this comprehensive reporting structure, we aim to foster transparency, accountability, and continuous improvement. We value the feedback and engagement of our stakeholders, and this report serves as a means to engage with them by communicating our sustainability journey.

## REPORTING SCOPE AND PERIOD

The reporting period for this sustainability report is January 1st, 2022, to December 31st, 2022. It encompasses the different sustainability initiatives of IDH and their performance during this timeframe.

## REPORTING FRAMEWORKS

To ensure that our sustainability reporting is standardised and aligned with global best practices, IDH follows the following reporting frameworks and guidelines:



IDH has reported in accordance with the GRI Standards.



IDH is aligned with Sustainability Accounting Standards Board (SASB) – Health Care Delivery Standard, focusing on energy and waste management, patient privacy, service quality, health & safety, among other aspect



IDH is compliant with Task Force on Climate-related Financial Disclosures (TCFD) within disclosing its sustainability governance, strategy, management of risks and opportunities; metrics and targets concerning the financial implications of climate change.



IDH has applied the complementary Integrated Reporting (IR) Framework and Integrated thinking approach by IFRS Foundation, providing a comprehensive methodology for defining how we contribute to the creation, preservation, or erosion of value through activities, relationships, and interaction, including between various operating and functional units and the capitals that our organization uses or affects.



IDH is committed to submitting the Environmental and Social Annual Monitoring report (AMR) to IFC. The AMR helps IFC assess on a yearly basis the E&S risk of the project and revise and update the ESRR score (Environmental and Social Risk Rating). In order to ensure that the corporation maintains a quality E&S portfolio.



IDH is committed to implementing the principles of the United Nations Global Compact (UNGC) and reports on its progress in integrating the ten UNGC principles related to human rights, labour standards, environmental protection, and anti-corruption measures.



IDH reports on its contribution to The United Nations Sustainable Development Goals (SDGs) and remains steadfast in its commitment to advancing the global agenda for sustainable development.

## ASSURANCE

Masader Corporate Sustainability Consulting Firm (S.A.E) has provided a limited assurance statement on the content of this report.

## CONTACT POINT

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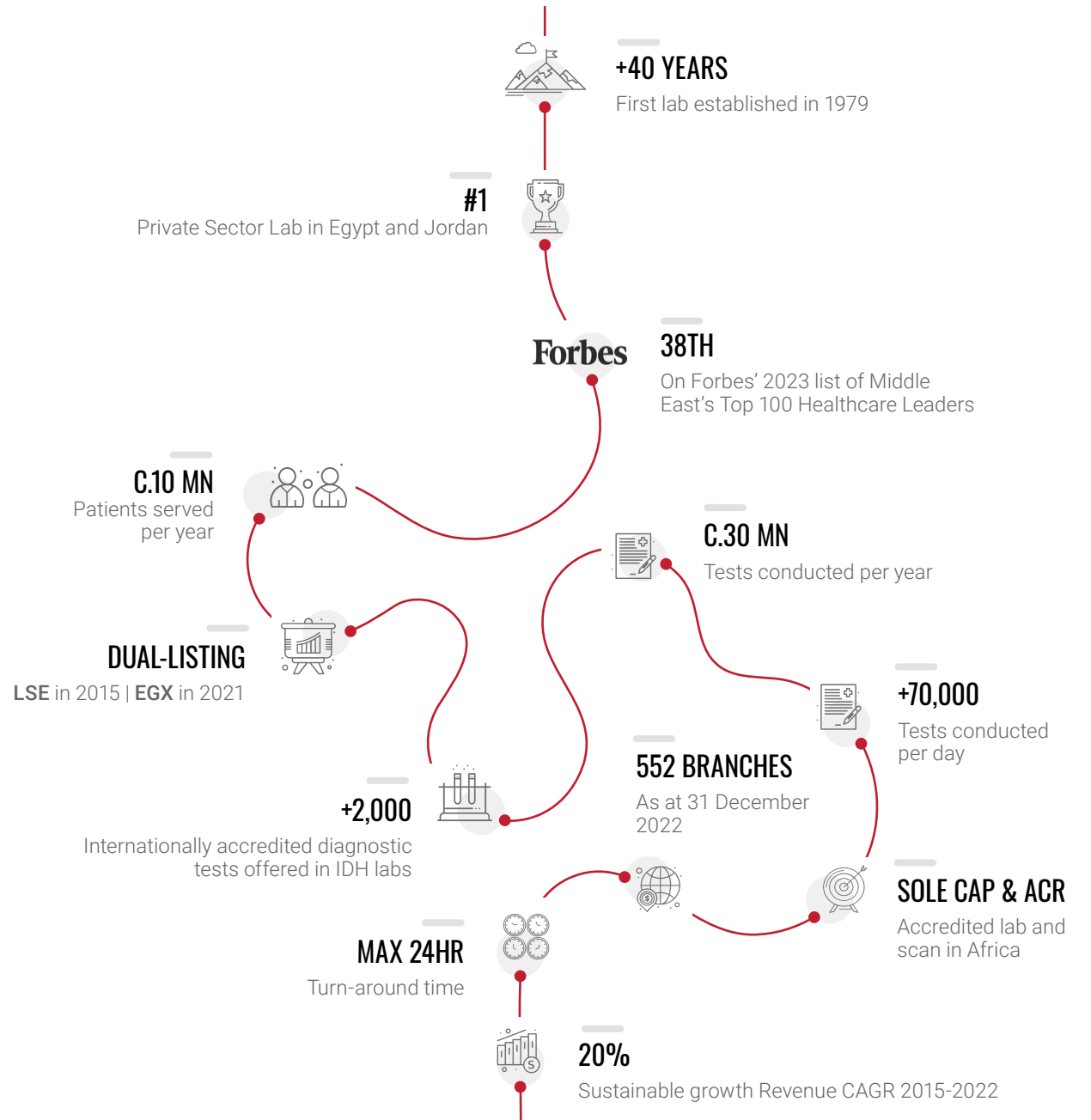
## ABOUT IDH

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# IDH at a Glance

Integrated Diagnostics Holdings (IDH) is a leading provider of medical diagnostic services in the Middle East and Africa. The company has established operations in Egypt, Jordan, Sudan, Nigeria, and most recently, in the Kingdom of Saudi Arabia (KSA), as of the end of 2023. It provides an extensive suite of more than 2,000 internationally accredited diagnostic tests and radiology services, serving 10 million patients annually, and conducting over 30 million tests.



# 2022 Highlights & Key Achievements

## Environment

**TCFD 1<sup>ST</sup>**  
First time disclosure in accordance with the recommendations of the Task Force on climate-related Financial Disclosures (TCFD)

**1<sup>ST</sup>**  
First Carbon Footprint Assessment covering IDH Group's operational activities

**BMS BUILDING MANAGEMENT SYSTEM**  
Implemented in the Headquarters and the Mega Lab

**SUSTAINABLE WASTE MANAGEMENT**  
Implementation of a waste management policy and monitoring system across all branches

**1%**  
Reduction in waste generated compared to 2021\*

\*This is due to the opening of 50 new branches

## Employees

**TOP EMPLOYER AWARD 2022**  
**38%** Female representation in our workforce  
**6,629** Employees across our offices  
**161,464** Training hours delivered to employees

## Community Impact

**EGP +8.9 MN** Invested in corporate social responsibility projects in 2022  
**+98K** Benefited from our social investments

## Thought Leadership

**67%** of our board members are independent non-executive directors.  
**33%** of our Board of Directors are women

## Testing Services

**32.7 MN** Tests performed in 2022  
**33** New tests added in 2022

**CONVENTIONAL BUSINESS BACK TO PRE-COVID LEVELS**  
33% growth in conventional test revenue vs FY2019

**ZERO** Non-compliance cases on health & safety of our services

## Consumer Reach & Satisfaction

**8.7 MN** Patients served in 2022  
**+50** New branches opened in 2022  
**UP TO 5K** House call visits per day, with over 10k calls answered daily  
**1,197,899** Inquiries completed through our digital platforms  
**OVER 80%** Net Promoter Score (NPS)  
**OVER 5K CHATBOT CONV/DAY** Diversifying patient touch-points  
**CONVENIENT PAYMENTS** Leveraging expanded digital presence





## MISSION

IDH's purpose is to elevate communities' health welfare through the provision of world-class and cost-effective diagnostics services.



## VISION

IDH aims to provide superior care for its communities and build brand recognition by giving them access to a broad portfolio of world-class diagnostic services, whilst leveraging its people's and partners' capabilities to drive innovation and develop new patient-centric solutions.



## STRATEGY

IDH follows a business model that includes the Mega Lab, Regional Labs, and Collection Branches, designed to ensure the speed, quality control, and cost efficiency of specimen collection, analysis, and delivery of results, while supporting our goals of regional, branch, and service expansion. The company also uses the latest technology and highly qualified staff to ensure accurate and reliable results.

## Our Key Differentiators



### PROCESSING TRIAD

Centralised processing, zonal processing, and regional processing labs.



### DIAGNOSTIC PRECISION

Focus on clinical chemistry and preventive care diagnosis.



### EFFICIENT LOGISTICS

Efficient turnaround time.



### ROUND-THE-CLOCK OPERATIONS

Enabling 24/7 service.



### NATIONAL PRESENCE

Through a large franchise network.



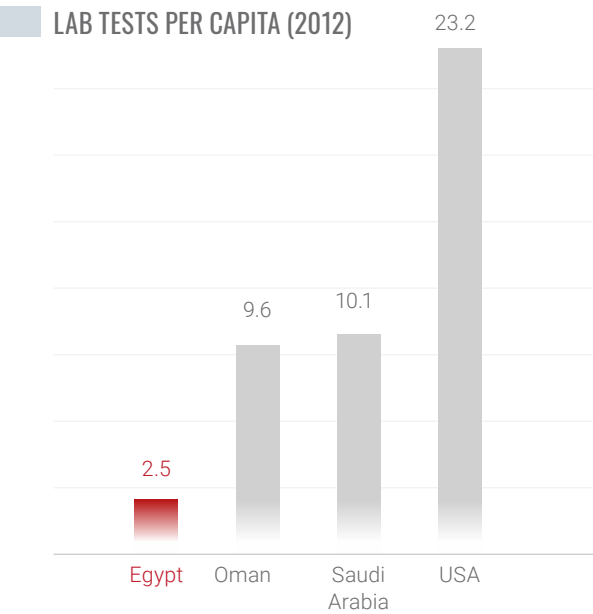
# Distinguished Brands and Services

## FAVORABLE INDUSTRY DYNAMICS

IDH's home market of Egypt is underpinned by robust structural growth drivers

**OPERATING IN A STILL UNDER PENETRATED MARKET**

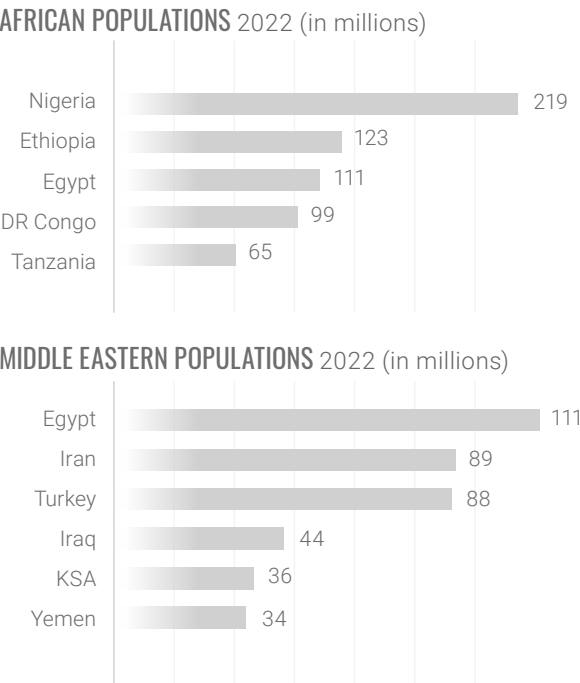
Healthcare expenditures per capita and lab tests per capita demonstrate the underpenetrated nature of the IDH's markets.



## LARGE POPULATIONS

At well over 100 million, Egypt is the third most populous country in Africa and by far the most populous country in the Middle East.

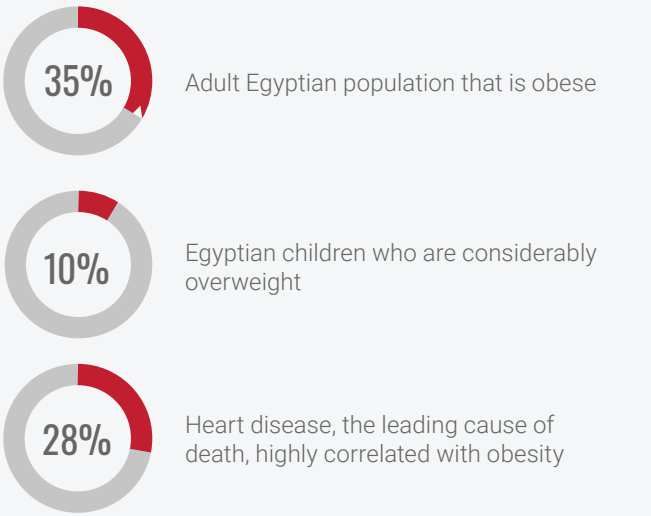
## TOP 5 AFRICAN AND MIDDLE EASTERN COUNTRY POPULATIONS



Source: Macrotrends, World Bank, IDF Diabetes Atlas 2021  
\*CAPMAS (Central Agency for Public Mobilization and Statistics) announced that Egypt's population had surpassed the 100 million in February 2020.

## HIGH DISEASE BURDEN

The Egyptian population is marked by a high incidence of lifestyle related medical conditions, with obesity being a notable example given its high correlation with many life threatening illnesses including cardiovascular disease, diabetes and cancer.



## HEIGHTENED HEALTH CONSCIOUSNESS

A growing consumer class is, however, becoming more health and wellness conscious.

## DIAGNOSTICS MEDICINE: PATHOLOGY AND RADIOLOGY

### WHAT IS PATHOLOGY/LABORATORY MEDICINE AND RADIOLOGY?

Pathology/laboratory medicine involves examining tissues and fluids to diagnose diseases, while radiology uses medical imaging to visualise internal structures and diagnose medical conditions.

### WHY IS IT IMPORTANT?

Pathology/laboratory medicine provides diagnostic information for disease detection, monitoring, and treatment planning. Radiology offers non-invasive imaging techniques that aid in disease diagnosis and treatment guidance.

### HOW DOES IT CONTRIBUTE TO THE COMMUNITY?

Pathology/laboratory medicine enables early disease detection, supports public health surveillance, and advances medical research.

Radiology facilitates early diagnosis, guides medical interventions, reduces invasive procedures, and supports screening programs for improved community healthcare.

## OUR SERVICES: PATHOLOGY



### IMMUNOLOGY

Measures immune system responses, including the detection of antibodies, antigens, and immune cells, to diagnose and monitor autoimmune disorders, infectious diseases, allergies, and immunodeficiency conditions.



### MICROBIOLOGY

Measures and identifies microorganisms (such as bacteria, viruses, fungi, and parasites) in clinical samples to diagnose and treat infectious diseases, determine antibiotic susceptibility, and monitor microbial populations.



### MOLECULAR BIOLOGY

Measures immune system responses, including the detection of antibodies, antigens, and immune cells, to diagnose and monitor autoimmune disorders, infectious diseases, allergies, and immunodeficiency conditions.



### ENDOCRINOLOGY

Measures and evaluates hormone levels and their interactions to diagnose and manage endocrine disorders, such as diabetes, thyroid disorders, adrenal gland disorders, and hormonal imbalances.



### HAEMATOLOGY

Measures and analyses blood cells and components, including red and white blood cells, platelets, and haemoglobin, to diagnose and monitor blood disorders, anaemias, infections, and clotting disorders.



### CYTOGENETICS

Measures and examines the structure and behaviour of chromosomes, identifying chromosomal abnormalities, such as genetic disorders and chromosomal rearrangements, to assist in diagnosing genetic diseases and determining potential hereditary risks.



### HISTOPATHOLOGY

Examines and analyses tissue samples under a microscope to diagnose and characterise diseases, evaluate the extent and nature of tumours, identify abnormal cell growth, and provide insights for treatment planning.



### CLINICAL CHEMISTRY

Measures and analyses chemical components and biomarkers in bodily fluids, such as blood and urine, to assess organ function, detect metabolic disorders, monitor drug therapies, and evaluate overall health status.



## OUR SERVICES: RADIOLOGY

Uses medical imaging technologies, such as X-rays, CT scans, MRI scans, and ultrasound, to visualise internal structures and detect abnormalities, aiding in the diagnosis and monitoring of various diseases, injuries, and conditions.



**PET-CT** (Positron emission tomography and Computed tomography)

**MRI** (Magnetic resonance imaging)

**CT Scan** (Computed tomography)



**Mammography**

**Ultrasound**

**X-Ray**



**Electromyography**

**Electroencephalography**

**Electrocardiogram**



## PATHOLOGY – 95% OF REVENUES<sup>1</sup>

Through IDH’s brand, the group offers over 2,000 internationally accredited pathology tests ranging from basic blood glucose tests for diabetes to advanced molecular testing for genetic disorders.



**558**  
Pathology branches

**1979**  
Year launched

**C. 10MM**  
Patients served each year

**C. 30MM**  
Test performed each year

### COMPETITIVE STRENGTHS



Track Record



Visibility and Reputation



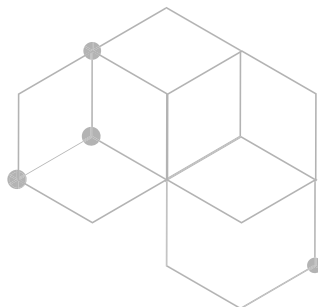
Scalable Business Model



Reach and scale across attractive markets

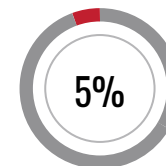
### OUR SERVICE SEGMENTS

IDH’s pathology offering currently contributes the lion share of revenues and patients. The Company’s radiology services are quickly gaining momentum with their contribution to IDH’s top line doubling the last 12 months.



## RADIOLOGY – 5% OF REVENUES<sup>2</sup>

IDH offers a large array of Radiology services through Al Borg Scan in Egypt and Echo Lab in Nigeria. Al Borg Scan is also the sole radiology provider in Africa boasting the prestigious American College of Radiology (ACR) accreditation, a testament to the high-quality services delivered by the venture.



**18**  
Radiology branches

**2018**  
Year launched

**C. 882K**  
Patients served (since inception till end of FY 2022)

**C. 1,414K**  
Scans conducted since inception till end of FY 2022

### COMPETITIVE STRENGTHS AND STRATEGIC ADVANTAGES



Established platform to build on



High fragmented and fast-growing market



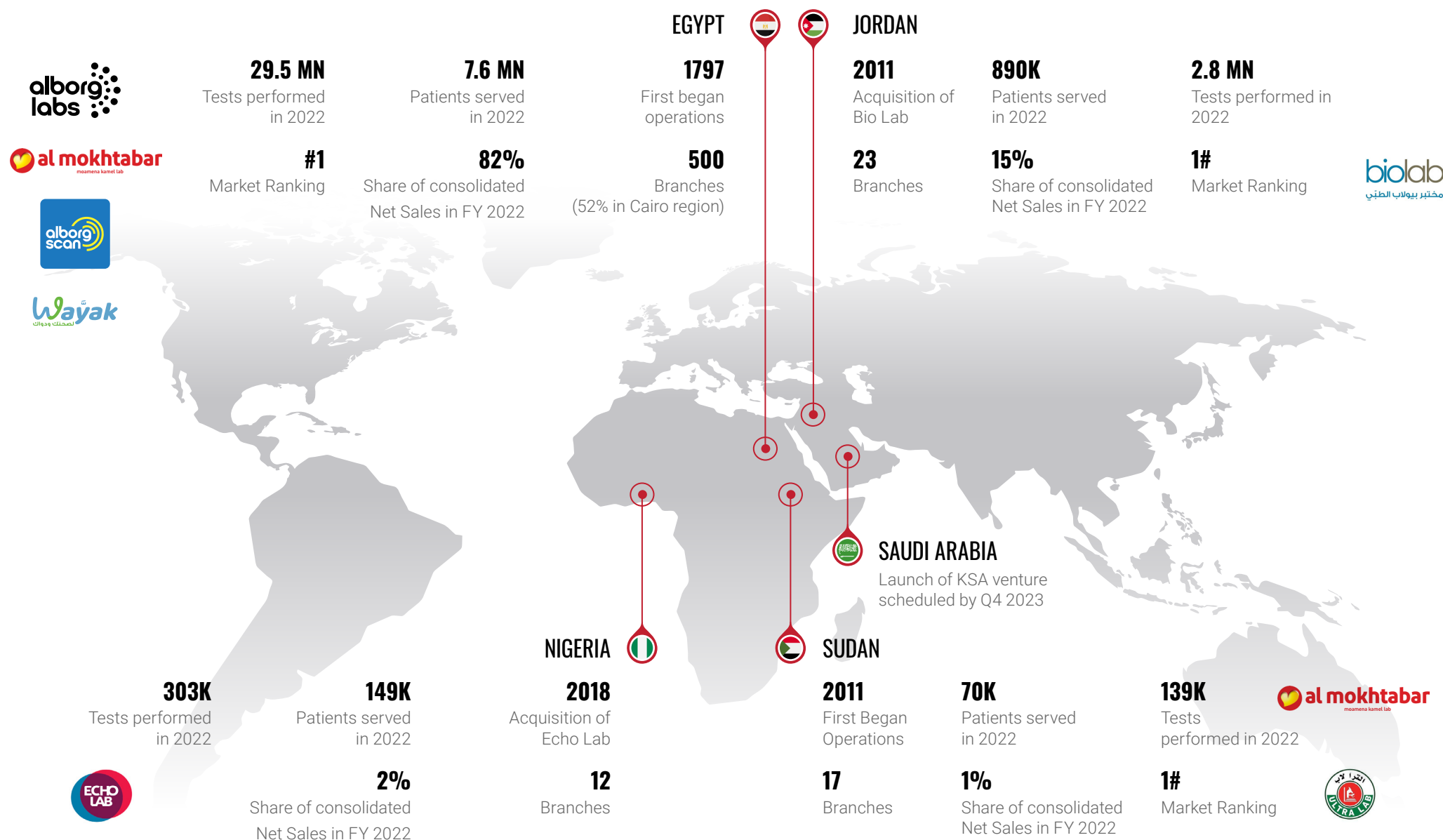
Diversify and grow Revenue Streams



Deliver on one-stop-shop vision


<sup>1</sup> Share of IDH FY 2022 Consolidated Revenues  
<sup>2</sup> Includes Egypt and Nigeria.


## MARKET PRESENCE & SERVICE ACCESSIBILITY








## INPUT


- 

**FINANCIAL CAPITAL**  
IDH allocates capital towards strengthening its branch network and expanding into new regions by attracting local and global investors. Listed on EGX and LSE
- 

**MANUFACTURED CAPITAL**  
Network of 552 branches nationwide, and a footprint spanning 4 countries.  
  
Quality infrastructure and state-of-the-art equipment sourced from global top manufacturers.
- 

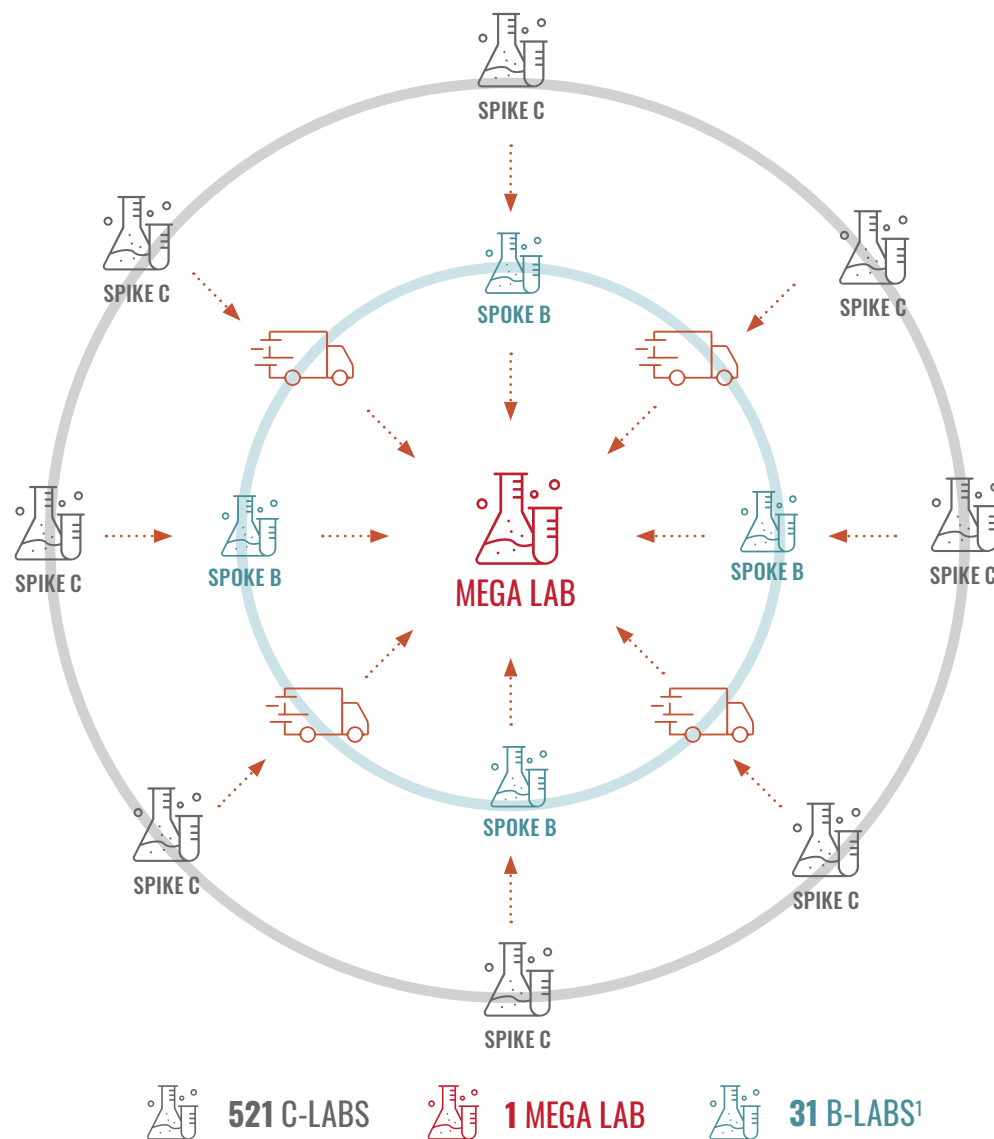
**HUMAN CAPITAL**  
Employee engagement, and talent attraction and retention strategies, coupled with robust HR policies.  
  
Upskilling employees through specialised training programs.
- 

**INTELLECTUAL CAPITAL**  
Expanding the suite of testing and radiology services.  
Attracting and retaining highest caliber talent.
- 

**SOCIAL & RELATIONSHIP CAPITAL**  
Availing quality healthcare access to underserved communities across Egypt through the Moemena Kamel Foundation (MKF).
- 


**NATURAL CAPITAL**  
Managing our environmental impacts by establishing policies, procedures and corporate-wide systems related to waste management, energy and resources efficiency.


## SCALING UP FOR SUCCESS: BUILDING A SUSTAINABLE BUSINESS MODEL CREATING VALUE THROUGH OUR BUSINESS MODEL





<sup>1</sup> Present in Egypt and Jordan.


## OUTPUT


- 

**FINANCIAL CAPITAL**  
**EGP +3.6 BN**      **EGP 3.5 BN**  
Revenues              Net Sales  
  
**EGP 527 MN**  
Net Profit
- 

**MANUFACTURED CAPITAL**  
**32.7 MN**      **8.7 MN**  
Tests completed      Patients served  
across the Group
- 

**HUMAN CAPITAL**  
**6,629**      **161,464**  
Employees      Hours of training  
delivered
- 

**INTELLECTUAL CAPITAL**  
**QUALITY ACCREDITATIONS**  
CAP    ACR    JCI    HCAC  
ISO 9001, 14001, 45001    JAS  
  
GAHAR
- 

**SOCIAL & RELATIONSHIP CAPITAL**  
**IFC ETHICAL PRINCIPLES IN HEALTHCARE**  
IDH is a signatory  
**EGP 8.9 M**  
Community Investments
- 

**NATURAL CAPITAL**  
**TCFD SUPPORTER**  
First-time disclosure in accordance with the TCFD recommendations  
  
**CARBON MANAGEMENT**  
First GHG assessment to be followed by reduction targets setting and a decarbonisation plan



IDH uses an asset-light and scalable "Hub, Spoke and Spike" business model to achieve capital-efficient growth. The Mega Lab in Cairo serves as the central hub, equipped with advanced technology and offering a full range of diagnostic tests. Specialty tests from IDH subsidiaries are shipped to the Mega Lab, where they are processed, with results being obtained electronically.

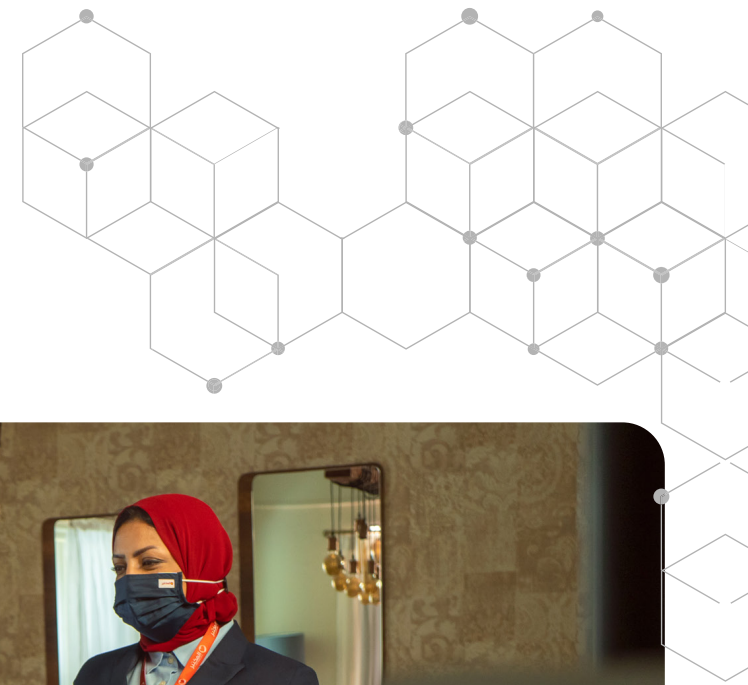
**B-labs**, which are larger and higher in capacity than C-labs, serve as spokes for processing routine tests on-site to reduce traffic to the Mega Lab. These tests include chemistry, parasitology, and haematology. The Mega Lab and B-labs operate under an arrangement where suppliers provide equipment to both labs. IDH engages in re-agent deals whereby the majority of its testing equipment is provided at no upfront payment as part of a wider agreement to purchase a minimum volume of kits from the equipment supplier.

**C-labs**, which are collection centres, allow the expansion of IDH's outreach. They conduct basic tests, including urine, stool, semen, ESR, and pregnancy tests. IDH can easily add new C-labs to extend its geographic reach by plugging them into the operational backbone of the Mega Lab. This approach enables IDH to achieve significant cost synergies on kits, logistics, and quality control while maintaining international quality accreditations with its stringent internal audit process.

IDH has launched quality campaigns and communications to communicate its unique selling propositions directly to consumers. The USPs include CAP Accreditation, accuracy of results, widespread branches, exclusive proprietary tests, home visit services, dedicated customer service, and solid experience in delivering top-level reliability. The company has also conducted consumer research to understand their needs and preferences and has incorporated actual footage from its Central lab in its campaign to showcase technological advancements utilised by the company.

To come close to consumers and educate them about wellness, IDH has conducted cross-country activations in clubs and malls, offering special tailored packages that promote being proactive and encouraging people to check-up on their health. IDH has also segmented the Egyptian population into five different tiers, each with different characteristics, to offer personalised communications and activities that cater to their needs separately.

IDH's Mega Lab provides a robust platform to support rapid, cost effective growth.



## CAPABILITIES

- Mega Lab machines are capable of conducting a wide range of tests including basic blood grouping to advanced gene sequencing.
- New and esoteric test facilities at the Mega Lab allow IDH to offer over 2,000 diagnostic tests , in turn helping to drive IDH s key test per patient metric.

## CAPACITY

- Inauguration of IDH’s Mega Lab in 2015 doubled testing capacity to 20,000 tests per hour.
- High capacity and capability for a broad range of tests provides IDH the ability to plug and play for further expansion
- IDH’s Mega Lab typically operates at just 55% of its maximum capacity leaving ample room for further growth

## PROCUREMENT

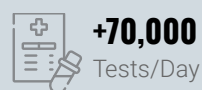
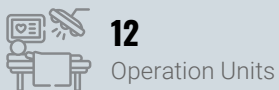
- Central procurement system ensures coordinated purchasing across the Group.
- IDH is in a good position to negotiate favourable kit prices and procure additional equipment to enhance
- capacity if required.
- IDH’s centralised procurement model enables the company to expand its operations in an efficient and cost effective manner

## QUALITY CONTROL

- IDH adheres to the highest quality standards, with safety and testing procedures continuously enhanced.
- The centralisation resulting from Mega Lab allows IDH to maintain a tight oversight on the quality of its testing operations.
- IDH’s Mega Lab is the only CAP accredited facility in Egypt, demonstrating the excellence of IDH’s patient care and confidence in the laboratory’s

## IDH’S MEGA LAB: WHERE QUALITY MEETS INNOVATION

IDH's Mega Lab has:



ONLY CAP ACCREDITED LABORATORY IN EGYPT

## OUR PATIENTS' JOURNEY

### 01 SAMPLE COLLECTION

Samples are collected from patients at various C-Labs, diagnostic centres and hospitals.

IDH serves two principal types of patients, Contract and Walk-Ins:

**Contract Clients** include institutions who enter into one-year contract at agreed rates/test and on a per client basis. Around 40% of the revenue generates by this segment is in cash. IDH's corporate client roster currently features institutions like Unions, Syndicates, Private and Public Insurance Companies, Banks and Corporations and Public Institutions.

**Walk-In Patients** also known as "self-payers", pay out of pocket for services.



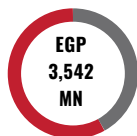
Patient Split by Segment (FY2022)



■ Walk-in Patients  
■ Contract Patients



Revenues Split by Segment (FY2022)



■ Walk-in Revenues  
■ Contract Revenues



### 02 C-LAB TESTING

IDH runs a wide variety of different test, not all these tests can be done in C-Labs which are collection centres, allowing for expansion of IDH's reach. They conduct basic tests, including urine, stool, semen, ESR, and pregnancy tests

### 04 B-LAB TESTING

In Cairo, samples are collected in Branches around the day and are transported to B-Lab for routine tests, transportation of samples runs 7 rounds per day. For governorates outside Cairo, samples are collected in Branches are transported to the nearest Regional B Lab for routine tests.

### 06 REPORTING

Once the testing is complete, the results are reported back to the B-Lab, which then sends the report to the C-Lab, diagnostic centre or hospital where the sample was collected. IDH staff are responsible for this reporting process.

Results can be delivered to customers by several means including; hard copies in the branches, web site or application.

### TRANSPORTATION

If further testing is required, the samples are transported either to the nearest B-Lab or directly to the Mega Lab in case the test cannot be conducted at the B-Lab, by either in IDH-owned vehicles or outsourced transportation services

### MEGA LAB

If additional testing is required and, in the case, when the Regional Lab (B-Lab) does not perform diagnostic testing for a specific sample, the sample is admitted to the Mega Lab. Samples are received by the Mega Lab, which is owned by IDH. The Mega Lab performs the most specialised and advanced tests, and all staff involved in are staffed by IDH.

### QUALITY

Throughout the process, IDH maintains strict quality control measures to ensure the accuracy and reliability of the testing. Some of the quality control functions are outsourced.

PHASE 1 -SAMPLE COLLECTION-

PHASE 2 -TESTING -

PHASE 3 -RESULTS -

# Uncompromised Quality: Accreditations

IDH has achieved JCI (Joint Commission International) accreditation, which is recognised as a global standard for healthcare quality and patient safety.



Biolab has obtained HCAC (Health Care Accreditation Council) accreditation.



Biolab holds JAS (Jordanian Accreditation System) accreditation.



This accreditation has been obtained by IDH's central Mega Lab in Cairo, Egypt. The Mega Lab is recognised for meeting the rigorous standards set by the College of American Pathologists, which is a leading global authority in laboratory quality assurance.



IDH has obtained ISO (International Organization for Standardization) certification, demonstrating its compliance with international standards for quality management systems.

IDH has received ACR (American College of Radiology) accreditation for its radiology services, becoming the first provider in Africa to earn the accreditation.



For further details, please refer to "1.3 Quality First".



# Awards & Recognitions

## TOP EMPLOYER 2022

IDH's commitment to attracting and retaining top talents in the market was demonstrated by its successful achievement of becoming a Top Employer in 2022. This achievement was built on IDH's commitment to promoting gender equality and inclusivity in the workplace, as evidenced by the prestigious EDGE Certification granted by EDGE Certified Foundation in 2021, making IDH the first healthcare company in the Middle East and North Africa region to receive this recognition.



## IFC ETHICAL PRINCIPLES IN HEALTHCARE

IDH has been acknowledged by the International Finance Corporation (IFC) for its dedication to promoting ethical practices within the healthcare sector. As a founding signatory to IFC's Ethical Principles in Healthcare, IDH has been recognised by IFC for its adherence to these principles, which aim to establish ethical standards and practices across the international private healthcare delivery system.

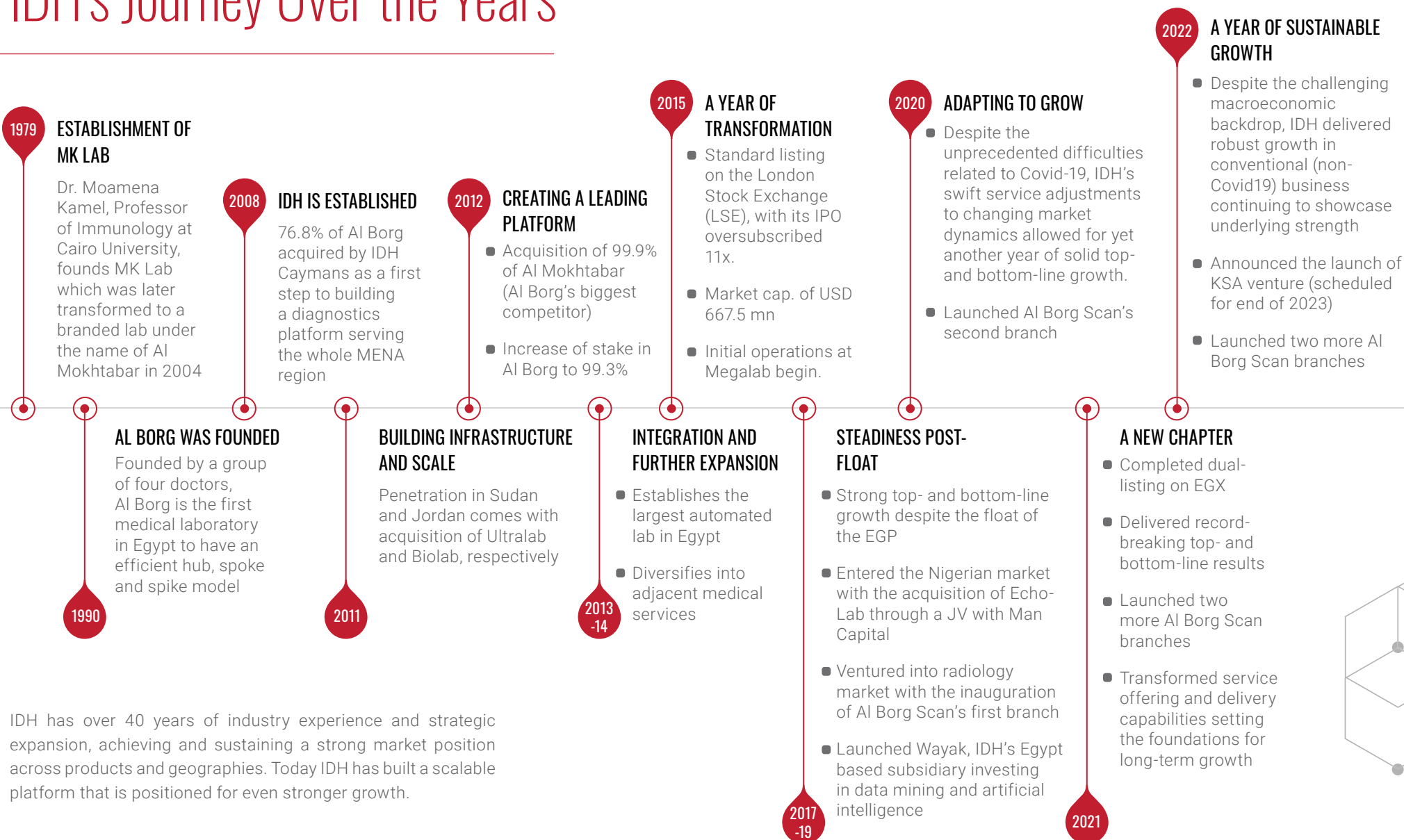


## Top 100 Healthcare Leaders 2023



**38. Henda El Sherbini**  
**Company:** Integrated Diagnostics Holdings (IDH)  
**Designation:** Group CEO  
**Country:** Egypt  
**Sector:** Laboratories  
 El Sherbini has led Egypt's largest lab company since 2012. IDH employed 6,000 people and had a network of 646 branch labs as of September 2022. Its brands include Al Borg Labs, Al Borg Scan, and Al Mokhtabar in Egypt, Biolab in Jordan, Ultralab and Al Mokhtabar in Sudan, and Echo-Lab in Nigeria. IDH generated \$143 million in revenues in the first nine months of 2022 and had \$264.4 million in assets. In August 2022, El Sherbini increased her holdings in the group with 7.3 million additional shares through Hena Holdings to reach 26.71%. El Sherbini is also a member of Egypt's board of certification for the American Society of Clinical Pathology in Egypt.

# IDH's Journey Over the Years



IDH has over 40 years of industry experience and strategic expansion, achieving and sustaining a strong market position across products and geographies. Today IDH has built a scalable platform that is positioned for even stronger growth.

# APPROACH TO SUSTAINABILITY

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Our ESG Mindset

Engaging with Our Stakeholders

Materiality Assessment

Our Sustainability Strategy



# Our ESG Mindset



IDH identifies ESG factors within its business practices and aligns with the London and Egyptian Stock Exchange guidelines.



IDH's sustainability strategy aligns with the UN's SDGs and includes initiatives in reducing carbon footprint, managing waste, promoting safety, and ethical business practices.



IDH engages with stakeholders and tracks sustainability performance through materiality assessments and KPIs.

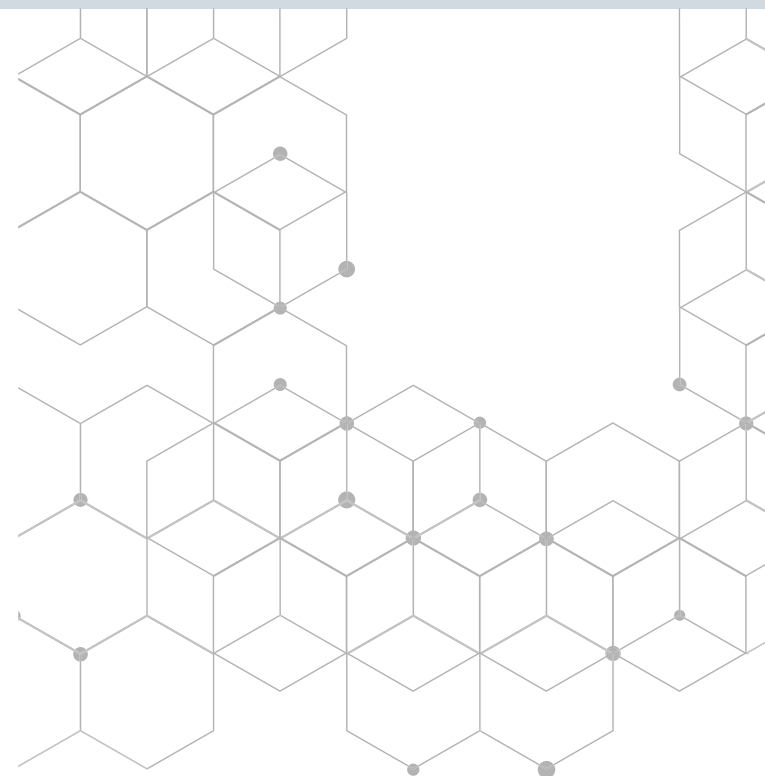


IDH aims to deliver long-term value to stakeholders and supports responsible investment through its Sustainability Framework.

Integrated Diagnostics Holdings (IDH) aims to facilitate responsible innovation for a future-fit and resilient healthcare system built on a holistic, proactive and preventative approach to human health, with a goal of serving all people, no matter their background or status. We envision a world where everyone can access affordable and quality integrated diagnostic solutions, supporting human well-being and longevity; and contributing to a flourishing and inclusive society.

Building upon its values of quality, integrity, reliability, and innovation, IDH has developed a comprehensive Sustainability Strategy for the years 2023-2030, anchored on four key pillars: Sound Governance, Next Economy, Flourishing Society, and Liveable Planet. The strategy serves as a roadmap for IDH, guiding the holistic and systematic implementation of sustainability practices across its business lines in alignment with different international frameworks and commitments.

IDH's Sustainability Strategy is deeply committed to creating a sustainable future. It aligns with the Egypt's Vision for 2030, UN's Sustainable Development Goals, Egypt's National Climate Change Strategy 2050, United Nations Global Compact, Task Force on Climate-Related Financial Disclosures, as well as facilitates implementation of Good International Practices (GIP) across all priority areas, emphasising social, economic, and environmental sustainability. Under the pillars of Liveable Planet, Next Economy, Flourishing Society, and Sound Governance, IDH focuses on reducing its carbon footprint, effectively managing waste and hazardous materials, prioritising safety and quality, and ensuring it follows ethical business practices. The company actively engages with stakeholders and monitors its sustainability performance through materiality assessments and Key Performance Indicators (KPIs). This commitment to sustainability reflects IDH's dedication to creating shared value for stakeholders while contributing to a better future for all.





## OUR ESG MATERIAL TOPICS DIVIDED ACROSS 4 KEY Pillars.



### ESG INTEGRATION

IDH ensures that ESG data drives relevant organisational change and formalises ESG governance across all priority areas, to ensure a coherent and tailored approach. This is done through disclosing ESG alignment and performance, integrating ESG considerations with business continuity and risk management, and integrating ESG performance metrics into board remuneration.

### DOING RIGHT

IDH ensures that it positively contributes to society's healthcare, raising its accountability, and providing a shared context for bringing value to life. To foster a shared foundation, IDH makes sure that 100% of employees are covered in the sustainability and business ethics onboarding. Additionally, it enforces tax transparency to fulfil all applicable legal and regulatory requirements.

### QUALITY FIRST

IDH is working on enhancing the quality of its assets and services by integrating ESG considerations into quality management and data governance.

Read more about our performance in each material topic under *"Sound Governance"*



### CLIMATE ACTION

Taking proactive measures to mitigate and adapt to climate change is crucial for minimising environmental risks, reducing carbon emissions, and ensuring long-term business resilience. IDH strives to set up Climate Risk Management, measure its impact on climate, and sustainably to fulfill its energy & mobility needs.

### CIRCULAR ECONOMY

IDH is committed to innovation for reduced waste generation and safe handling of hazardous wastes. Materials should be sourced responsibly and handled safely, unnecessary usage should be prevented, and continuous optimisation should be applied.

### REPLENISHING WATER

IDH aims to use water responsibly. This includes deciding where water is withdrawn, how it is used within operations and with which quality it is returned to the environment.

Read more about our performance in each material topic under *"Liveable Planet"*



### HEALTH FOR ALL

IDH's business is centred around human health and well-being; and that the health of every person matters. With the internal priorities focused on employee health, safety and well-being, IDH's external work combines exceptional services paired with the health system transformation.

### HUMAN POTENTIAL

IDH invests in developing a diverse, motivated and skilled workforce that is ready to meet the challenges of the modern world and inspired to tread their path with IDH, feeling they have everything to do their best. This is done through providing career development plans and ensuring workforce diversity, equality, and inclusion.

### STRONGER TOGETHER

IDH ensures that it's aware of both diverse and changing opinions, preferences and needs of stakeholders. This understanding and in-depth analysis of broader societal trends shape the company's impact. This is done through developing overarching Stakeholder Engagement plans, investing in local communities, and actively participating in sustainability networks.

Read more about our performance in each material topic under *"Flourishing Society"*



### BUSINESS FOR GOOD

IDH builds on its efforts to embrace a sustainable business model that contributes to a broader positive social impact. This is done through continuously monitoring its business impact and investing in initiatives that create social value.

### CUSTOMER EXCELLENCE

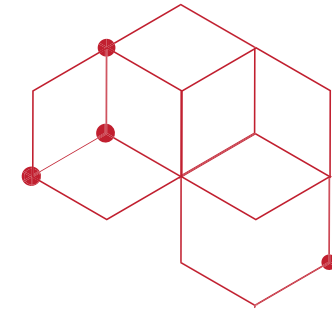
Customers are at the centre of every interaction with IDH. All customers deserve to be treated with dignity and respect; and provided with all the necessary support throughout their healthcare journey.

### RESPONSIBLE SUPPLIERS

IDH aims to build a responsible, resilient and sustainable supply chain working with transparent and primarily local vendors with a focus on helping them meet and exceed minimum ESG criteria.

Read more about our performance in each material topic under *"Next Economy"*

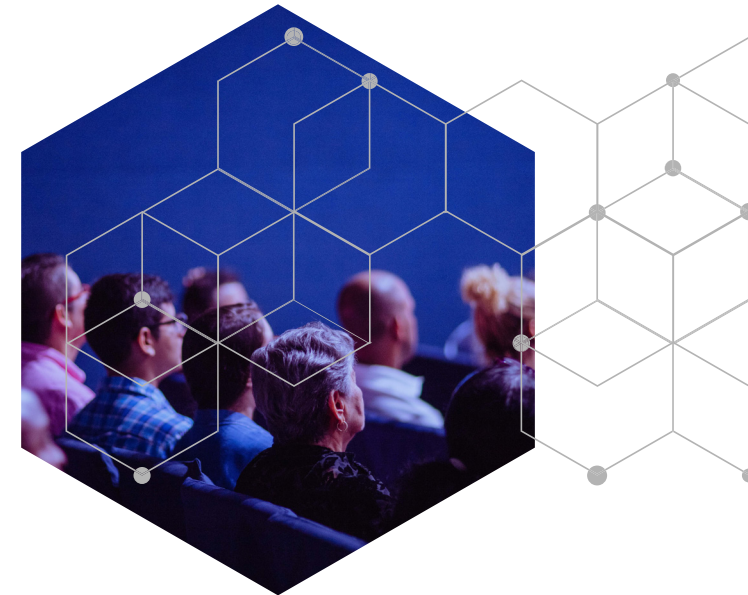
# Engaging with Our Stakeholders

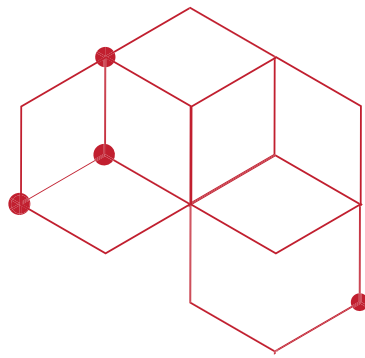


At IDH, stakeholder identification and engagement are fundamental components of our internal procedures, with different levels and frequencies based on business needs and regulatory requirements. As we advance in our sustainability journey, our commitment to stakeholders is further enhanced by an engagement plan, largely enabled by our desired environmental and social value creation. This plan has been developed through an iterative approach over multiple interconnected phases, aligning with our reporting principles of Stakeholder Inclusiveness, Sustainability Context, Materiality, and Completeness.

Our objectives include integrating emerging ESG topics; identifying and categorising stakeholders; assessing engagement outcomes; supporting the mitigation of ESG risks; improving sustainability practices; revisiting impact on services and products; supporting decision-making; reporting on ESG performance; facilitating quality reporting, assurance and governance. Our stakeholder engagement has evolved beyond traditional objectives to include wider and more in-depth identification of stakeholders' categories and using a discussion approach. This approach is empowered by new talent acquisition decisions made at the level of Directors and Heads of Departments.

As a result, we have identified 9 stakeholders' categories for this reporting cycle and integrated them into our newly established value creation direction. We engage with stakeholders through a variety of channels, including personal interaction, email, survey/online feedback, focus groups, community panels, advisory panels, phone calls and branch visits. We adapt our communication channels to meet the needs and expectations of our diverse stakeholder groups.





# Stakeholder Group



## GOVERNMENT AND REGULATORY BODIES

The authorities overseeing our operations

### HOW WE ENGAGED WITH THEM

- Permit reviews
- Financial and ESG performance disclosures
- Unannounced and regulatory audits

### KEY TOPICS OF DISCUSSION

- Contribution to national development
- Group business and ESG strategy
- Local employment and economic development
- Workplace health, safety, and environmental monitoring



## LOCAL COMMUNITIES

The communities we operate within.

### HOW WE ENGAGED WITH THEM

- Digital media
- Community investment programs
- Community consultations and meetings
- Participation in local institutions

### KEY TOPICS OF DISCUSSION

- Local employment and economic development
- Clean air, water, and natural environment
- Quality and safety of products and services
- CSR activities and initiatives



## EMPLOYEES

Our dedicated workforce

### HOW WE ENGAGED WITH THEM

- Performance management
- Training and development programs
- Employee surveys and safety meetings
- Field visits and internal digital communication channels

### KEY TOPICS OF DISCUSSION

- Compensation and benefits
- Career development and wellbeing
- Business ethics, compliance, and ESG strategy
- Diversity, inclusion, and environmental responsibility



## INVESTORS AND SHAREHOLDERS

Our financial stakeholders

### HOW WE ENGAGED WITH THEM

- Group website "Investor Relations"
- Investor presentations and conferences
- Analyst calls and financial sector collaboration
- Annual shareholder meetings

### KEY TOPICS OF DISCUSSION

- Share price and business performance
- Group business and ESG strategy
- Climate-related financial risks and opportunities



## SUSTAINABILITY PARTNERS AND INDUSTRY ASSOCIATES

Our partners in driving sustainable industry practices

### HOW WE ENGAGED WITH THEM

- Certifications and assessments
- Partnerships and memberships
- Collaborative projects
- Shared reports and insights

### KEY TOPICS OF DISCUSSION

- Sustainable practices and supply chain management
- ESG strategy alignment and collaboration
- Innovations in sustainability
- Industry standardisation



## NATIONAL MEDICAL AND HEALTHCARE INSTITUTIONS

Our collaborators in healthcare

### HOW WE ENGAGED WITH THEM

- Participation in medical conferences and events
- Collaboration on research projects
- Joint programs and initiatives
- Regular meetings and consultations

### KEY TOPICS OF DISCUSSION

- Quality of healthcare services
- Compliance with regulatory and accreditation standards
- Availability and affordability of medical services



## SUPPLIERS

Our trusted partners in providing goods and services

### HOW WE ENGAGED WITH THEM

- Bid process and contract negotiations
- Supplier forums and meetings
- Regular visits to IDH's facilities
- Business review meetings

### KEY TOPICS OF DISCUSSION

- Performance expectations
- Cost optimization and quality assurance
- ESG strategy alignment and product innovation



## PATIENTS, CLIENTS, AND BENEFICIARIES

Our valued customers, who we proudly serve with our comprehensive range of products and services.

### HOW WE ENGAGED WITH THEM

- Digital media and communications
- Satisfaction surveys and reports
- Dedicated customer service channels

### KEY TOPICS OF DISCUSSION

- Quality and safety of products and services
- Compliance with healthcare standards
- Customer satisfaction and feedback



## BOARD OF DIRECTORS

Our strategic leaders

### HOW WE ENGAGED WITH THEM

- Regular board meetings
- Financial, ESG and TCFD reporting
- Investor relations activities
- Surveys and feedback mechanisms

### KEY TOPICS OF DISCUSSION

- Corporate strategy and financial performance
- Risk management and compliance
- Stakeholder engagement and communication on business strategy
- Executive compensation and leadership

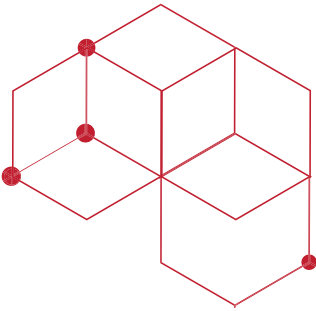
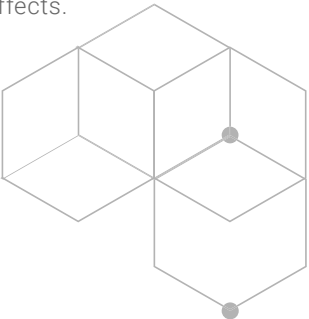




# Materiality Assessment

IDH adheres to the double, dynamic, data-driven concept of materiality. We determine material topics based on GRI standards and the Integrated Reporting framework. This allows us to understand how we impact society, the economy, and the environment and how the group’s long-term resilience and success are shaped through the value it delivers and multiple impact trajectories.

IDH has applied the complementary Integrated Reporting (IR) Framework and Integrated thinking approach by IFRS Foundation, providing a comprehensive methodology for defining how we contribute to the creation, preservation, or erosion of value through activities, relationships and interaction, including between various operating and functional units and the capitals that our organization uses or affects.



## TYPES OF CAPITAL (BASED ON THE IR FRAMEWORK)

### FINANCIAL

funds we obtain from various sources and use to produce goods and services

### HUMAN

knowledge, soft and hard skills, and competencies of our people, as well as their motivation

### MANUFACTURED

facilities and equipment we use to create goods and services

### SOCIAL & RELATIONSHIP

knowledge, soft and hard skills, and competencies of our people, as well as their motivation

### INTELLECTUAL

our knowledge-based assets such as patents, copyright, tacit knowledge, systems, and procedures in place

### NATURAL

all renewable and non-renewable natural resources and processes we rely on or impact

**CAPITALS****FINANCIAL****MANUFACTURED****INTELLECTUAL****HUMAN****SOCIAL & RELATIONSHIP****NATURAL****VALUE CREATION**Direct Economic Value  
Generated and Distributed

Indirect Economic Value

Advanced Medical Technology

Quality Infrastructure

Footprint Expansion

Service Quality

Research, Development, and  
Innovation

Employer of Choice

Corporate Culture

Reliable Partner

Service Excellence

Community Investment

Stakeholder Dialogue

Renewable Energy

Product Sustainability

Green Investing

**MATERIAL TOPICS**

Business for Good

Customer Excellence

Responsible Suppliers

Doing Right

Quality First

ESG Integration

Health for All

Human Potential

Stronger Together

Circular Economy

Replenishing Water

Climate Action

**OUTCOME**

Financial Performance

Dividends and Salaries

Tax Contribution

Product/ Service delivery

Social Security

ESG Ratings

Audit Performance

Innovations Applied

Employee Feedback

Accidents and Injuries

Human Rights

Quality of Life

Customer Experience

Responsible Suppliers

Energy Resilience

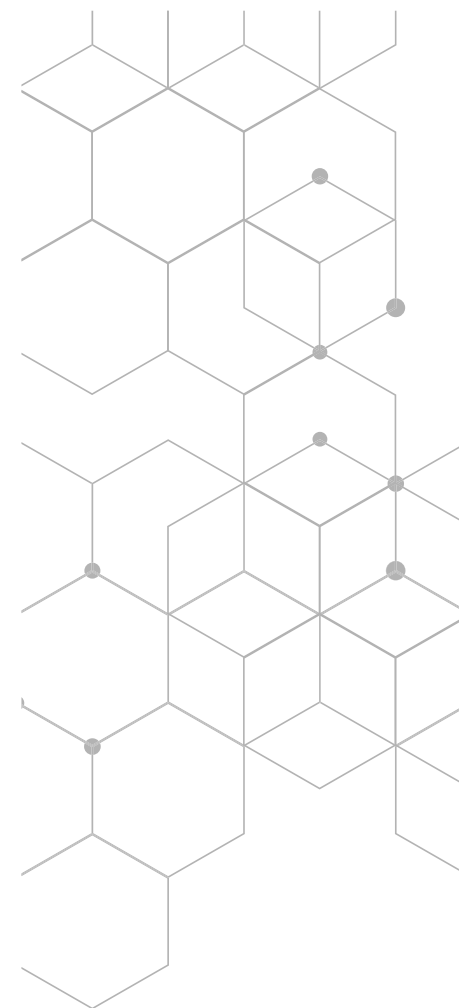
GHG Emissions

Air and Water Pollution

Biodiversity Impacts

Resource Efficiency

Waste



By applying this approach, IDH has been able to account for how the value it creates and the outcome of value creation link to its material topics, how our different types of capital are interconnected and interdependent, and how they influence and are influenced by our purpose, governance, strategy, culture, risks and opportunities, and performance.

IDH aims to maximize and optimize its contribution to value creation while minimizing its contribution to value erosion, both directly and indirectly. The presented connections between value creation, material topics and outcomes highlight core interactions, while the actual interactions are more complex and diverse. We have further identified how SDGs impact our priorities, with IDH impacting 17 SDGs. While material products we create directly contribute to our profit generation and ESG performance, all types of capital shape our performance on most material topics.

We conducted mapping of our positive and negative impacts on society, economy and nature, and types of capital involved across IDH, based on industry trends, financial flows and internal review. This allowed us to understand where to focus and which types of capital we could leverage.

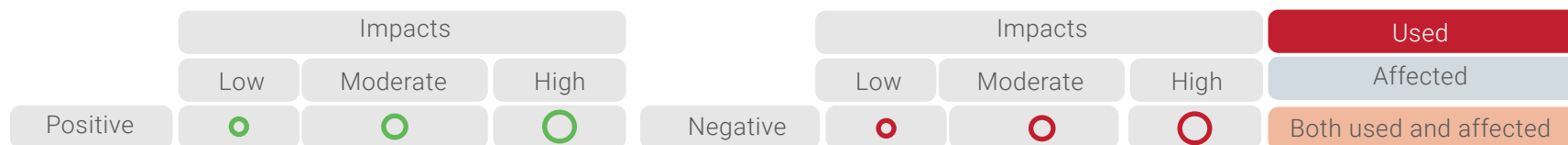
We have additionally mapped our priority areas across seventeen UN Sustainable Development Goals (Global Goals, SDGs), revealing that our key impact on the SDG 1 (Poverty Alleviation), SDG 3 (Good Health and Wellbeing), SDG 5 (Gender equality), SDG 8 (Decent Work and Economic Growth), SDG 9 (Industry, Infrastructure and Innovation), SDG 10 (Reduced Inequalities), SDG 11 (Sustainable Cities and Communities), SDG 12 (Responsible Consumption and Production), SDG 16 (Peace, Justice and Strong Institutions) and SDG 17 (Partnership for the Goals).

Based on the mapping, we found several significant insights: (1) every type of capital is fundamental to IDH business continuity and success and (2) all IDH material topics somehow interact with all types of capital.

The mapping shall further be complemented by value generation & impact assessments across our portfolio at the company level. The diverse sectors IDH operates across will require amending group-level materiality with a more nuanced reflection of materiality at the company level, which shall be accounted for in the development of the Action Plans and Roadmaps.

*Further chapters shall focus on commitments and action areas for each identified priority.*





PILLARS		PRIORITIES (MATERIAL TOPICS)	UN SDGS <sup>3</sup>	IMPACT SIGNIFICANCE	CORE CAPITAL					
	SOUND GOVERNANCE	Doing Right			A	U	A	B	B	A
	Quality First			B	U	A	B	B	A	
	ESG Integration			A	B	A	B	B	A	
	NEXT ECONOMY	Business for Good			B	B	B	B	B	B
	Customer Excellence			B	B	B	B	B	B	
	Responsible Suppliers			B	B	B	B	B	B	
	FLOURISHING SOCIETY	Health for All			B	B	A	A	A	U
	Human Potential			B	B	A	B	B	A	
	Stronger Together			B	A	B	B	B	B	
	LIVEABLE PLANET	Climate Action			B	B	B	A	A	B
	Circular Economy			B	B	B	A	A	B	
	Replenishing Water			B	B	B	A	A	B	

<sup>3</sup> SDGs in greyscale denote an "in direct impact" in relevance to the material topic.



## OUR STRATEGY

Integrated Diagnostic Holding (IDH) has developed a Sustainability Strategy for the years 2023 - 2030 based on four pillars (Sound Governance, Next Economy, Flourishing Society and Liveable Planet) and twelve priority areas applying to the holding company and all business lines.

The strategy presents our sustainability vision and an action framework until 2030 based, intended to help us build life-affirming relationships between humans and nature, bridging profit and purpose. It has been developed to ensure holistic and systematic implementation of sustainability across our business in line with the UN Sustainable Development Goals, Principles for Responsible Investment and other international sustainability frameworks, and commitments to enable a livable and inspired future.

The strategy adheres to our values of quality, integrity, reliability and innovation. It has been aligned with the Egypt Vision 2030, UN Sustainable Development Goals, Egypt's National Climate Change Strategy 2050, United Nations Global Compact, Task Force on Climate-Related Financial Disclosures and Principles for Responsible Investment, as well as facilitates implementation of Good International Practices (GIP) across all priority areas.

## A PURPOSE-DRIVEN INSTITUTION

The group's success is built on strong corporate governance, a lineup of high profile clients, and unparalleled commitment to quality, performance and compliance. With over four decades in the service of its clients and patients, IDH is renowned for its unique standing as the "Healthcare Provider of Choice".

From developing sustainable healthcare and diagnostic testing, evolving from a state of "disease-treatment driven" to "health protection consciousness", all the way to expanding access to essential social services to mega projects, we continuously explore the best possible ways to bring about much-needed change.

The strategy has been developed with a strong conviction that collaboration is an essential force behind any significant change. It focuses on expanding partnerships with international financial institutions and industry leaders, enhancing our ESG performance and providing space for all stakeholders to engage with sustainability in unique, innovative and creative ways. Together, we can make the dream of a sustainable, livable, thriving future a reality.

## OUR VISION.

IDH aims to facilitate responsible innovation for a future-fit and resilient healthcare system built on a holistic, proactive and preventative approach to human health, serving all people, no matter their background or status. We envision a world where everyone can access affordable and quality integrated diagnostic solutions to support human well-being and longevity and contribute to a flourishing and inclusive society.

## SUSTAINABILITY & IMPACT FRAMEWORK.

Our sustainability framework expands upon strategic ESG value propositions and material issues identified and formulated in the previous assessment, complemented by our updated understanding of materiality and emerging priorities across scales distilled in four pillars and twelve priority areas.



## OUR PRIORITIES & GLOBAL GOALS

We have mapped our priority areas across seventeen UN Sustainable Development Goals (Global Goals, SDGs), revealing that our key impact on the SDG 1 (Poverty Alleviation), SDG 3 (Good Health and Wellbeing), SDG 5 (Gender equality), SDG 8 (Decent Work and Economic

Growth SDG 9 (Industry, Infrastructure and Innovation), SDG 10 (Reduced Inequalities) SDG 11 (Sustainable Cities and Communities), SDG 12 (Responsible Consumption and Production), SDG 16 (Peace, Justice and Strong Institutions) and SDG 17 (Partnership for the Goals).

	Impacts		
	Low	Moderate	High
Direct			
Indirect			

PRIORITIES / SDGS	1 NO POVERTY	2 ZERO HUNGER	3 GOOD HEALTH AND WELLBEING	4 QUALITY EDUCATION	5 GENDER EQUALITY	6 CLEAN WATER AND SANITATION	7 AFFORDABLE AND CLEAN ENERGY	8 DECENT WORK AND ECONOMIC GROWTH	9 INDUSTRY, INFRASTRUCTURE AND INNOVATION	10 REDUCED INEQUALITIES	11 SUSTAINABLE CITIES AND COMMUNITIES	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	13 CLIMATE ACTION	14 LIFE BELOW WATER	15 LIFE ON LAND	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	17 PARTNERSHIPS FOR THE GOALS
ESG Integration																	
Doing Right																	
Quality First																	
Business for Good																	
Customer Excellence																	
Responsible Suppliers																	
Health for All																	
Human Potential																	
Stronger Together																	
Climate Action																	
Circular Economy																	
Replenishing Water																	

# SOUND GOVERNANCE

Corporate governance and ESG are tightly linked. With our strategy, we want to ensure all those links come into full action. This means ESG comes to the top of the agenda for our board and is tightly integrated into risk management and internal audit, with transparent, informative, and in-depth disclosures being a norm.



## MATERIAL TOPICS



ESG Integration



Doing Right



Quality First

## CAPITALS



Financial



Manufactured



Intellectual



Human



Social & Relationship



Natural

As a leading company in the healthcare industry in the MENA region, IDH recognises the importance of sound governance practices in maintaining the trust and confidence of our stakeholders, achieving sustainable growth and making a clear positive impact. IDH has established a robust and diverse corporate governance structure since its inception, aligning with its core values and mission. This structure ensures responsive, inclusive, and participatory decision-making at all levels, which is aligned with the interests of stakeholders including employees, customers, shareholders, and other parties. The governance practices are supported by expert leadership, which helps in building a stronger, profitable, and sustainable business. The governance framework promotes transparency, accountability, and ethical behaviour across operations, thus maintaining the trust and confidence of stakeholders.

Since May 2015, IDH has been registered in Jersey and has obtained a Standard Listing on the Main Market of the London Stock Exchange (LSE). Furthermore, in May 2021, IDH secured a secondary listing on the Egyptian Stock Exchange (EGX). IDH, with its standard listing on the LSE, is not required to fully comply with the 2018 UK Corporate Governance Code. However, the company has implemented a framework to voluntarily comply with certain aspects of the Code that it deems suitable for its size and nature. In late 2022, the Board conducted a thorough review of the company's compliance and proceeded to enhance reporting on Code compliance in the coming years. IDH's compliance extends to the mandatory disclosures outlined in subchapters 7.1 and 7.2 of the Financial Conduct Authority Disclosure Guidance and Transparency Rules (DTR). Subchapter 7.1 focuses on audit committees and

similar entities, while subchapter 7.2 pertains to corporate governance standards that are incorporated within the Directors Report or, in IDH's case, as part of the Strategic Review (DTR 7.2.1).

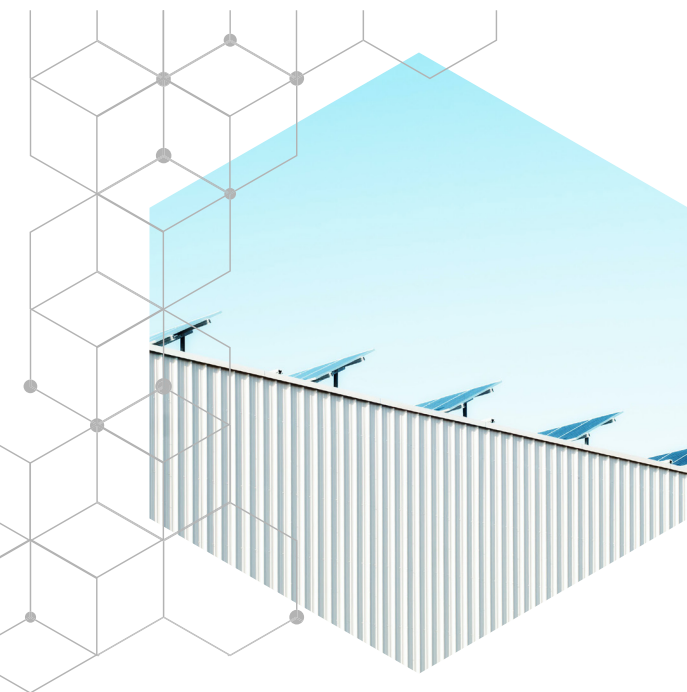




# 1.1

## ESG Integration

We want to use ESG data to drive relevant organisational change. We will formalise ESG governance across all priority areas to ensure a coherent and tailored approach.



### Priority Area

### Target



#### ESG GOVERNANCE

- Establishing an ESG governance framework, IDH has created a Sustainability Steering Committee at the management level and involves the Audit Committee at the Board level for oversight. Managing and reporting on ESG and climate-related issues daily are responsibilities of the Investment Relations Department, under the IR Director's supervision. Engaging an external firm, IDH aims to develop its ESG strategy, quantify 2022 GHG emissions, and ensure the accuracy of its 2022 sustainability report.
- IDH has established a formal ESG governance framework whereby the board's audit committee oversees ESG strategy.
- Adopt a suite of policies, procedures and roadmaps for each priority area of this strategy to facilitate their implementation and support achievement of the targets by end of 2024.
- Study obtaining ISO 26000 (Social Responsibility) and ISO 37000:2021 (Governance of organizations) group-wide by 2025



#### BOARD

- Aim for increased women representation, fostering diversity in leadership



#### BUSINESS CONTINUITY AND RISK MANAGEMENT

- Integrate ESG considerations with business continuity management, risk management, and internal audit by 2025
- All employees covered by core policies and procedures training by 2025



#### ESG DATA MANAGEMENT, DISCLOSURE ALIGNMENT AND PERFORMANCE

- ESG data management system by 2024
- Report annually in line with globally recognised ESG frameworks on clearly defined sustainability metrics (such as GRI, UNGC, TCFD and SASB) by 2025
- Join and achieve top scores in at least three international ESG ratings and rankings systems (such as Sustainalytics, S&P CSA, CDP) by 2027

## BOARD OF DIRECTORS

IDH's sound governance practices are set with clear lines of accountability and supported by expert leadership to help build a stronger, more profitable, and increasingly sustainable business. IDH's commitment to good governance starts at the top of the organisation. The Board of Directors collectively oversees and directs the company's decision-making and execution of its growth strategy, while delivering shareholder returns and fostering shared value creation for all stakeholders. The Board's main role is to set the purpose, values, and strategy of the organisation. It operates under a Schedule of Matters Reserved, which outlines any decision that may affect the overall direction, supervision, and management of the Group.

The Group has one Executive Director, namely Dr. Hend El Sherbini, who serves as the Group Chief Executive Officer. She is responsible for managing the day-to-day running of the business and is supported by a senior management team. Dr. Hend leads the Company's Executive Committee, which includes all heads of departments and meets every second week to review and discuss performance, priorities, and upcoming events in light of the Group's strategic plan.



### BOARD OF DIRECTORS

6 Members



### BOARD MEMBERS

67% Independent  
83% Non-Executives



### FEMALE REPRESENTATION

1:2



### AVERAGE TENURE

6.8 years

## BOARD INDEPENDENCE AND DIVERSITY

The Board convened seven times during 2022, and it has six members, including four independent non-executive directors, one non-executive director, and one executive director. The Board operates under a well-defined organisational structure implemented by the Board to inform, direct, manage, and monitor the organisation's resources, strategies, and policies towards the achievement of its objectives. The independence of the Board is further enhanced by its policy that Directors have no share qualification, meaning they do not need to be shareholders to serve. This helps to ensure that Directors act in the best interests of the company and its stakeholders, rather than being influenced by their personal shareholdings.

Moreover, the diversity of the Board is also an important aspect of its governance structure, ensuring that it is effective in providing leadership and oversight to the company. The Board comprises individuals with high-levels of international expertise in the healthcare market and with investments across Europe, the Middle East, and Africa, which helps in bringing diverse perspectives and skills to the table.



Board Structure and tenure as of 31st December 2022

MEMBER	POSITION	TENURE
 Lord St John of Bletso	Independent Non-Executive Chairman, and Chairman of the Nomination Committee	8 years
 Prof. Dr. Hend El Sherbini	Group Chief Executive Officer	8 years
 Hussein Choucri	Independent Non-Executive Director, and Chairman of the Remuneration Committee	8 years
 Dan Olsson	Independent Non-Executive Director and Chairman of the Audit Committee	8 years
 Richard Henry Phillips	Non-Executive Director	8 years
 Yvonne Stillhart	Independent Non-Executive Director	10 months

## CHAIR OF THE HIGHEST GOVERNANCE BODY

Since 2015, IDH has implemented a robust system of segregation of roles and responsibilities between the Chairman and the Group's Chief Executive Officer (CEO), aligning with the principles of transparency and governance best practices. The Chairman's primary role is to oversee the Board's effectiveness and the Group's business. To ensure the success of the

Group's strategy and performance, the Chairman maintains regular communication and collaboration with the Group's Chief Executive Officer. Key issues are discussed and reviewed during board meetings, including a quarterly update on the Group's financial and operational performance.

## NOMINATING AND SELECTING THE BOD

Shareholders vote at the Annual General Meeting (AGM) to appoint the Chairman and members of the Board of Directors. Every year, one-third of the directors, or a multiple of three, must retire from office unless a director has been serving for at least three years since their appointment or re-appointment, as they will retire at that AGM and offer themselves for re-election. The Board of Directors may appoint a new director to fill a vacancy or as an additional member, and they will hold the position until the next AGM. They will not be included in the rotation, but they will offer themselves for re-appointment.

## SUSTAINABILITY GOVERNANCE

In 2022, IDH has developed a Sustainability Strategy for the years 2023 - 2030 to ensure that the Group could reaffirm and review important points such as mission and strategy, in addition to assuring the development of a strategic look at the Group's risks, which will be periodically reported to the Executive Management Team, Audit Committee and Board of Directors.

IDH established an ESG committee (Sustainability Steering Committee) in 2023. The committee was appointed by the CEO and the Board. The committee comprised representatives from key stakeholder groups. The members of the steering committee were chosen based on their expertise, experience, and ability to provide governance guidance and oversight on sustainability. Roles and responsibilities were clearly assigned.

The committee will oversee the Group’s approach to managing climate-related risks and opportunities, along with the implementation of the Group’s sustainability strategy. It will provide strategic guidance and oversight on IDH’s sustainability and impact initiatives, including the development and implementation of IDH’s sector programs and landscape initiatives. The committee will also review and approve IDH’s annual sustainability report, which provides an overview of the organisation’s progress on key sustainability metrics and initiatives. Additionally, it will help ensure that IDH’s activities are aligned with international sustainability standards and guidelines, including the United Nations’ Sustainable Development Goals (SDGs) and the Paris Agreement on climate change.

## DELEGATION OF AUTHORITY

The CEO of IDH has been given direct authority over economic, environmental, and social topics, and is responsible for integrating ESG into the company’s culture and practices. In 2020, the planning, monitoring, and evaluation of ESG implementation was transferred to the Director of Investor Relations.

## SHAREHOLDER ENGAGEMENT AND COMMUNICATION

IDH recognises that effective communication and engagement with shareholders is vital for building trust, by understanding their needs and expectations, and ensuring that they are fully informed about the company’s performance and progress towards sustainability goals. The company provides timely and comprehensive information to shareholders through its annual reports, financial statements, and other disclosures. It also engages in regular dialogue with them through investor meetings, calls, and events.

The Board establishes clear lines of accountability for shareholder engagement, monitors shareholder concerns, and ensures that these concerns are addressed promptly and effectively. It also ensures that the company’s management engages with shareholders in a transparent and constructive manner, and that their views are taken into account when making strategic decisions.

In light of the ongoing uncertainty and lack of foreign currency availability in Egypt, the Company will not be distributing a dividend to shareholders in respect of the financial year ended 31 December 2022. The Company remains committed to its long-term dividend policy that sees it return to shareholders the maximum amount of excess cash after taking careful account of the cash needed to support operations and expansions.





## OUR COMMITTEES

IDH defined a group of clear roles and responsibilities that are aimed at supporting and sustaining its commitment to responsible business and good governance. As a UK Standard listed entity, the Group is compliant with the (UK) Financial Conduct Authority Disclosure Guidance and Transparency Rules (DTR)'s subchapters 7.1 and 7.2, which set certain mandatory disclosures; namely audit committees and bodies carrying out equivalent functions on subchapter 7.1; and corporate governance standards on subchapter 7.2. Accordingly, the Board has Audit, Remuneration and Nomination Committees.

### AUDIT COMMITTEE

The Audit Committee oversees the Group's audit and control functions, ensuring the integrity of financial statements and accounting policies; internal audits and controls; whistleblowing policy; and fraud systems. They advise on the appointment of external auditors and monitor their annual audit and non-audit work. The committee meets at least three times per year, reports findings and recommendations to the Board, and publishes a report in the Annual Report. They also confirm compliance with Directors' duties and review the Group's progress on annual objectives.

In 2022, the Internal Audit department's performance was evaluated based on KPIs such as the number of issued internal audit reports relative to the annual audit plan, closing of findings within defined due dates, and the number of off-plan engagements and consultation projects by the Internal Audit function.

*For further information, please refer to the Audit Committee Report on page 104 in our [2022 Annual Report](#).*

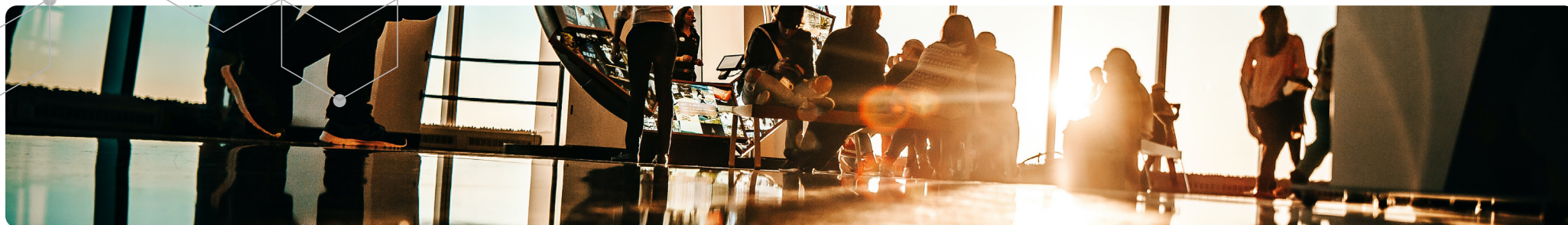
### REMUNERATION COMMITTEE

The committee's responsibility is to provide recommendations on the Group's executive remuneration policy. Their role includes determining the appropriate levels of remuneration for the Chairman, Executive Directors, and senior management. Once their recommendations have been made, the Committee prepares an annual remuneration report, which is published within the Group's Annual Report.

*For further information, please refer to the Remuneration Committee Report on page 108 in our [2022 Annual Report](#).*

### NOMINATION COMMITTEE

The Nomination Committee plays a critical role in ensuring the continuity and stability of the organisation's leadership. Its primary responsibility is to review and evaluate the succession plans for the Board of Directors, including the Chairman and Chief Executive Officer, and other senior management positions. This includes identifying potential candidates who possess the necessary skills, experience, and qualifications to fill critical positions should the need arise.



## BIOLAB COMMITTEES

At Biolab, it is the responsibility of the Chief Operation Officer and Chief Executive Officer to form different committees according to the business needs. In 2022, Biolab had the following committees:



### QUALITY AND SAFETY MANAGEMENT COMMITTEE

The committee meets to discuss quality issues, accreditation plans, key performance indicators (KPIs), and safety-related issues. They monitor the quality plan, identify areas for improvement, and develop quality improvement projects annually. All departments participate and share updates related to their job descriptions, involving the branches in the process.

### IT COMMITTEE

The committee meets to discuss software issues, new ideas to be implemented, and future goals to achieve.

### INFORMATION MANAGEMENT COMMITTEE

The committee plays a crucial role in overseeing the information management process. Their responsibilities include identifying information-related needs and ensuring the accuracy of information. They also brainstorm and develop data collection tools and software, such as Mybiolab, business intelligence platforms, Laboratory Information Management System (LIMS), mobile applications, and websites. In addition, the committee provides necessary training to employees to effectively utilise the data and reports. They ensure that statistical reports are accessible to relevant employees, empowering them with the necessary information to enhance the decision-making process.

### INFORMATION SECURITY MANAGEMENT SYSTEM (ISMS) STEERING COMMITTEE

The committee sets the goals and objectives of the ISMS, aligned with overall objectives of Biolab. Moreover, the committee evaluates and approves important changes that are implemented and their related effect on information security. Additionally, the committee ensures that information security procedures support the business requirements and that internal ISMS audits are conducted.

### LABORATORY INFORMATION MANAGEMENT SYSTEM (LIMS) COMMITTEE

The committee is responsible for developing ideas to add new features to the LIMS and follow-up with related requirements from branches.

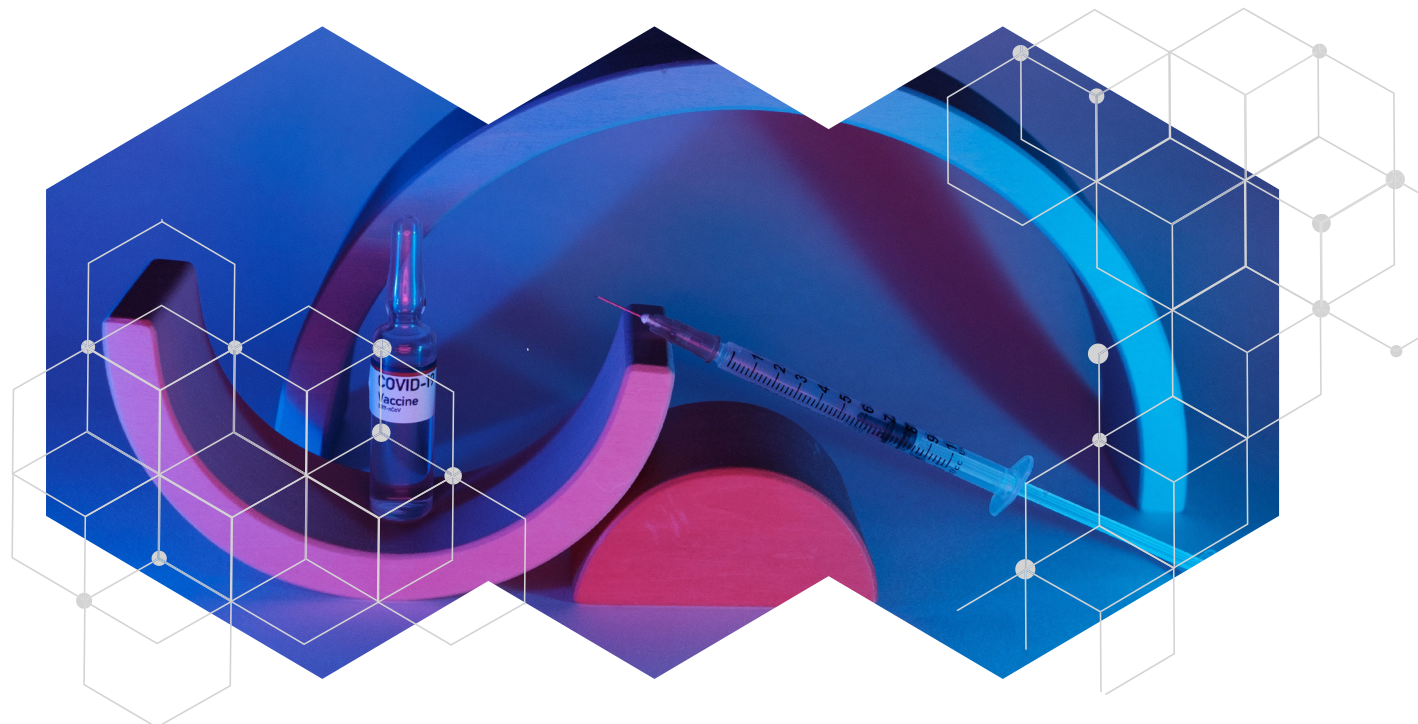
### SCIENCE COMMITTEE

The committee is responsible for discussing Biolab's scientific achievements and developing Improvement Plans for tests, instruments, and training programs for different departments.









## SYSTEMIC RISK MANAGEMENT

### RISK MANAGEMENT SYSTEM

Since 2017, IDH has established its Enterprise Risk Management System (ERM), which involves conducting a strategic risk assessment every three years. To support the risk function, IDH developed its Risk Registry in 2016, which aims to provide a comprehensive view of all business risks such as strategic, operational, financial, compliance, IT, and fraud risks. The Risk Registry lists 13 risks as of this reporting period and includes details such as Risk Type/Category, Risk factors, Risk Consequence and Magnitude, Risk impact if the risk materialises, probability/likelihood, Risk Matrix Score, and Overall Risk Rating. The Risk Registry serves as a useful tool to consolidate and communicate risks to the top management.



### IDENTIFIED PRINCIPAL RISKS AND UNCERTAINTIES

	Country risk – Political & Security		The Russia-Ukraine War		Cybersecurity risks		Country/regional risk – Economic & Forex		Supplier Risk
	Covid-19		Business continuity risks		Global Supply Chain Disruptions		Legal and regulatory risk to the business		Risk from contract clients
	Remittance of dividend regulations and repatriation of profit risk		Pricing pressure in a competitive, regulated environment		Climate-related risks				

For further information, please refer to the section on Principle Risks, Uncertainties and their Mitigation on page 54 in our [2022 Annual Report](#).



## INTERNAL AUDIT

IDH's Internal Audit process is essential for assisting the Board of Directors in attaining their goals through the application of a methodical, disciplined, and efficient approach in assessing and enhancing the efficacy of enterprise risk management, governance, controls, and business operations. Since 2016, IDH has created a comprehensive Internal Audit Manual which has been approved by the Chairman of the Audit Committee. This manual is a binding document that outlines the policies and procedures related to the Internal Audit function. It includes information on the purpose, structure, strategic objectives, and management of the department, as well as details on the audit delivery process, including the planning of each audit assignment, the final reporting, and the follow-up procedures.

Moreover, the internal audit evaluates various aspects of the organisation's operations to ensure compliance with established policies, procedures, laws, and regulations. It evaluates the reliability and integrity of information, and the systems established to ensure compliance. Additionally, it assesses the means of safeguarding assets and the efficiency with which resources are employed. It also assesses whether operations or programs are consistent with established objectives and goals; and being carried out as planned. The function monitors and evaluates governance processes and periodically reports on the internal audit activity's purpose, authority, responsibility, and performance relative to its plan. Through these responsibilities, the Audit Function helps ensure the organisation's success and strives to mitigate risks.

## EXTERNAL AUDIT

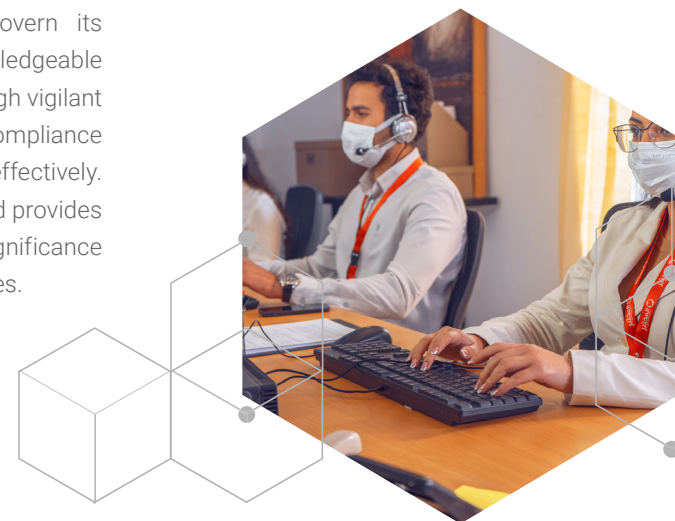
The external auditor PwC, appointed by the Board of Directors with the guidance of the Audit Committee, plays a crucial role in conducting the annual financial audit and providing accounting advice for various matters such as acquisitions, divestments, corporate governance, and risk management. The external auditor maintains independence and attends regular meetings of the Audit Committee. Their services in 2022 amounted to EGP 37.7 million and encompassed the dual-listing requirements, including the review of financial statements for each quarter and audited financial statements for the full year.

## COMPLIANCE

IDH places great focus on maintaining compliance with legal and regulatory requirements. The company has implemented comprehensive policies and procedures that govern its activities and ensure that employees are knowledgeable about the established compliance standards. Through vigilant monitoring, IDH identifies and addresses potential compliance risks, employing suitable measures to mitigate them effectively. The organisation fosters a culture of compliance and provides ongoing guidance to employees, emphasising the significance of ethical conduct and responsible business practices.

## LITIGATION CASES

Almokhtabar had a total of 51 cases, including 15 medical malpractice-related cases, 15 labour-related cases, and 21 civil cases related to compensations, contractual matters, and lease issues (of which 4 were against the organisation, while 17 were in favour of the organisation). All 51 cases' financial allocation summed up to a total of EGP 1,978,770. Alborg had a total of 37 cases, consisting of 4 medical malpractice-related cases, 21 labour-related cases and 12 civil cases (4 against and 8 in favour of the organisation). These litigations resulted in a financial allocation of EGP 1,540,263. Furthermore, the Medical Diagnostics Centre had one labour law case with an amount of EGP 114,298, while 7 labour law cases were filed by the Medical Genetics Company. Overall, IDH successfully managed to resolve and close all of the litigation cases, and further induction was given to some cases, while cases of theft were resolved by dismissal of the concerned employees.





## COMPENSATION & REMUNERATION

### PERFORMANCE-BASED REMUNERATION

IDH's remuneration policies for members of the highest governance body and senior executives are based on fixed and variable pay, with a salary split of 70% basic and 30% variable pay. In addition to the basic salary, senior executives are eligible for profit-sharing, which ranges from 2-4 months of their basic salary. There are no sign-on bonuses or recruitment incentive payments, and termination payments are made as per Egyptian law. Retirement benefits are available to all employees through a pension plan, with both the employee and the company contributing to the fund. Remuneration is determined by annual appraisals based on the achievement of objectives.

The process for determining remuneration at IDH involves identifying job levels based on job descriptions and the company's organisational structure. The minimum and maximum salary for each level is determined by the company's salary scale. Stakeholders' views, including those of shareholders, are considered, but remuneration data is obtained from an independent company, Hay Survey. To evaluate departmental performance, IDH uses a set of predefined KPIs that cover the availability of services, mean time to recover, project completion rates, staff satisfaction with technology services, security incident count and their impact, and total spending versus budget.

*For further information, please refer to the Remuneration Committee Report on page 108 in our [2022 Annual Report](#).*

## BUSINESS ETHICS AND INTEGRITY

### ETHICAL PRINCIPLES IN HEALTHCARE (EPIHC)

IDH has joined the Ethical Principles in Health Care (EPIHC), an initiative of IFC and the World Bank that supports responsible behaviour in healthcare.

IDH is committed to upholding the highest ethical standards, has implemented various policies and obtained different certifications related to its business ethics and integrity. The company has a well-developed and comprehensive Code of Conduct, along with policies related to workforce management, recruitment, training, grievances, performance evaluation, among others. These policies are regularly updated, with several updates made in 2022 to ensure that they remain contemporary and effective.

### ETHICAL PRINCIPLES IN HEALTH CARE (EPIHC)

IDH is a founding signatory of the Ethical Principles in Health Care (EPIHC), an initiative developed by the World Bank and IFC to promote responsible behaviour in the healthcare sector. EPIHC was created through extensive collaboration with various stakeholders, including healthcare providers, policy experts, investors, and other participants in the healthcare system. As a founding signatory of IFC's Ethical Principles in Healthcare, IDH is committed to upholding ethical practices for international private healthcare delivery. EPIHC consists of ten principles that provide guidance for the conduct of healthcare providers, payors, and investors.



01

Respecting Laws and Regulations

02

Making a Positive Contribution to the Society

03

Promoting High Quality Standards

04

Conducting Business Matters Responsibility

05

Respecting the Environment

06

Upholding Patient's Rights

07

Safeguarding Information and Using Data Responsibly

08

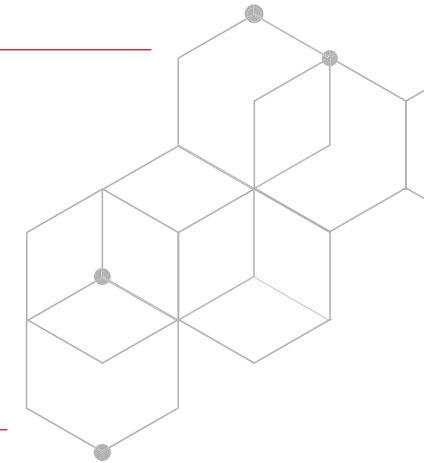
Preventing Discrimination, Harassment and Bullying

09

Protecting and Empowering Staff

10

Supporting Ethical Practices and Preventing Harm



## CODE OF CONDUCT

IDH has created its own Code of Conduct to advance ethical business practices and guarantee conformity with the company's objectives and overall purpose. The code presents guidance on how to conduct business in a transparent manner. Additionally, the Code of Conduct sets forth a set of principles that shape the mindset and decision-making of employees by providing ethical guidelines and best practices for upholding honesty, integrity, and professionalism. Moreover, the Code of Conduct lists procedures regarding handling errors that affect the patient and medico-legal case, data privacy, conflict of interest, and violence in the workplace.

## WHISTLEBLOWING AND GRIEVANCE POLICIES

IDH strives to identify any ethical and legal breaches, deal with them promptly and appropriately to protect its employees, values, and standards. To ensure this, the company has implemented a whistleblowing policy that applies to all employees and encourages them to disclose any information related to suspected wrongdoing, risks, or dangers at work. Employees can communicate their concerns to their direct managers or the company's General Counsel via email, in-person, or by telephone. All disclosures and concerns are investigated fully, fairly, and efficiently by the General Counsel, who carries out an initial assessment to determine whether a more detailed investigation is needed. The General Counsel may appoint an investigator to investigate the issue further and make recommendations of changes to minimise any future risk or wrongdoing. False or malicious allegations may result in disciplinary action, including dismissal. The General Counsel reports to the Audit Committee on each disclosure and the action being taken to address it, and the Board is responsible for ensuring proper implementation of any corrective action. Training

on this policy is provided to new hires during their induction process and through periodic training for all employees. The policy and training resources are available on the company's intranet.

Any employee may raise complaints to their respective manager who shall discuss the issue with the employee within five business days, and then report to the HR department. However, to facilitate effective communication and transparently address concerns related to negative impacts remediation, IDH has set up a Speak Up email address, allowing employees to send any concerns, grievances, suggestions or comments directly to the chief human resources officer (CHRO). In 2022, IDH received 6 concern cases concerning discrimination, harassment or bullying, management issues, and theft. All concerns have been successfully resolved and closed within the designated time frame.

Speak up email: [speakup@idhcorp.com](mailto:speakup@idhcorp.com)

## ANTI-BRIBERY AND ANTI-CORRUPTION (ABAC)

IDH has a strong Anti-bribery and Anti-Corruption (ABAC) policy that emphasises a zero-tolerance approach towards corruption and bribery. The employees may use the speak up email to report corruption and bribery cases. During 2022, there were no incidents of fraudulent activities or financial losses related to them. However, IDH continues to remain vigilant in maintaining the highest ethical standards and regularly reviews; and updates its anti-corruption and bribery policies and practices to ensure continued compliance with legal and regulatory requirements.

## CONFLICTS OF INTEREST

IDH has pre-set procedures in the Articles of Association for managing conflicts of interest and a standalone policy in place. All employees shall always abide by the company's interest regarding all their dealings. The Code of Conduct clearly identifies the cases which are considered as conflicts of interest. Conflict of interest cases are disclosed and submitted to the Audit Committee through dedicated disclosure forms.





# 1.2

## Doing Right

The positive contribution of healthcare to society is obvious, and this adds extra weight to our responsibility. We are accountable to all those who interact with us, and therefore, we must provide a shared context for bringing our values to life.



### Priority Area

### Target



#### SHARED FOUNDATION

- 100% of employees covered by sustainability and business ethics onboarding and regular training annually by 2025



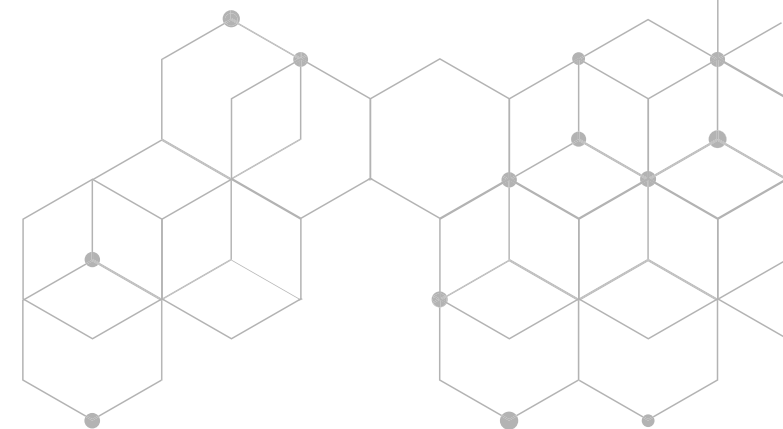
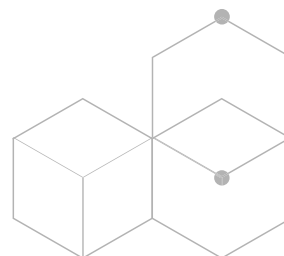
#### ZERO VISION

- Zero cases of corruption annually
- Zero cases of human rights violations annually
- 100% resolution of all stakeholder grievances within system close time annually



#### TAX

- Maintain our practice of ensuring tax transparency, in line with all applicable legal and regulatory requirements, in all regions where we operate on an annual basis





**ZERO**Data security breaches  
in 2022**ZERO**Cybersecurity  
incidents in 2022

## PATIENT DATA PRIVACY & RIGHTS PROTECTION

At IDH, the privacy and confidentiality of personal information are of paramount importance. The company handles personal information with the utmost care and in compliance with ethical standards and applicable laws in the jurisdictions where we operate. We implement robust measures to collect, process, store, and transfer personal information while ensuring its confidentiality is maintained. Access to personal information is strictly controlled and granted only with explicit authorization for authorised and legitimate purposes.

Unauthorised access, use, or disclosure of personal information is strictly prohibited, reflecting IDH's commitment to safeguarding privacy and maintaining confidentiality at all times.

To that end, IDH has set a Backup and Data Retention policy to govern how to handle patients' data. The policy covers the frequency and methods of data backup, including the use of secure and redundant storage systems. It also specifies the retention periods for different types of data, considering legal, regulatory, and business requirements. In FY 2022, IDH did not receive any substantiated complaints concerning breaches of customer privacy.

## CYBERSECURITY

IDH recognises the importance of safeguarding sensitive medical information, strongly protecting its infrastructure, and ensuring the privacy and integrity of patient data. The company has been working throughout 2022 on implementing robust cybersecurity measures to mitigate risks, prevent unauthorised access, and maintain the highest level of data security. IDH's disaster recovery, risk management, security controls, administrative access, change control, incident management, and acceptable usage policy are all designed to adhere to established global and national cybersecurity standards.

Moreover, IDH has implemented a comprehensive set of policies to ensure data security and privacy. These policies cover various areas such as hardware and software selection, software maintenance, network access control, remote access, backup and data retention, security control, incident management, and change control. Additionally, policies for user termination, IT deviation requests, acceptable usage, and

documentation procedures were implemented. These policies collectively ensure that IDH maintains robust data security practices and adheres to industry standards in protecting sensitive information.

In 2022, the company implemented security configuration assessment, multi factor authentication for administrative access, in addition to applying the authentication, authorization, and accounting (AAA) model for all network and Security devices. The AAA security framework is responsible for managing access to computer resources, enforcing policies, and monitoring usage. The AAA model, along with its integrated processes, plays a crucial role in network and cybersecurity management. It verifies and authorises users, while also keeping a record of their activities during their connection to the network. Additionally, IDH has initiated a security user awareness campaign. By implementing proactive monitoring measures for the Wide Area Network (WAN) connections in 2022, IDH can minimise downtime and enhance the overall performance and reliability of its WAN infrastructure.



## TAXES

Public reporting on taxation enhances transparency, fosters trust, and boosts the credibility of an organisation's tax practices and the overall taxation system. It also enables stakeholders to make informed assessments of an organisation's tax positions. Therefore, IDH ensures full disclosure of its tax information for the reporting period, reaffirming its commitment to transparency and responsible tax practices. IDH complies with all tax laws of all countries in which the company operates. This compliance highlights the company's commitment to fulfilling its responsibilities to positively contribute to local economies and meeting expectations of the stakeholders of good tax practices. In FY 2022, IDH paid EGP 327 mn in tax expenses with an effective tax rate of 38%.

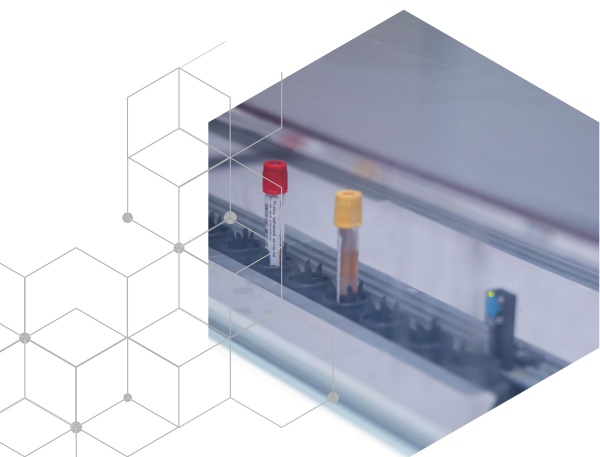
*For further information, please refer to the Financial & Operational Review on page 77 in our [2022 Annual Report](#).*



# 1.3

## Quality First

The success of our business model greatly depends on the quality of our assets and services. We can enhance performance in each area by integrating ESG considerations with quality management, aligning with our sector's leading certifications and ensuring comprehensive data governance.



IDH operates the only laboratory in Egypt to receive this distinguished certification (CAP Certification), which was renewed in October 2021.



### ENVIRONMENTAL AND SOCIAL MANAGEMENT

#### Target

- Establish a formalised Environmental and Social Management System (ESMS) based on existing HSE policies and procedures by 2024
- Align with recognized industry best practices and performance standards (e.g. IFC Performance Standards) by end of 2024
- Integrate ESG criteria into internal audit system by 2025



### QUALITY MANAGEMENT

- Integrate ESG criteria and indicators with the Quality Management System across all functional areas as part of the C-ESMS by end of 2024
- Ongoing full compliance with CAP, CLSI, ISO 15189:2012 ISO 17025:2017 ISO 9001:2015, 9001, 15189, 17025, 27001, 45001, 14001, CAP, HCAC, ACR, JAS, EGAC, JCI
- Achieve certification for all labs according to GAHAR, contingent on the pace of government regulations and processes
- Obtain ISO 15189 accredited in Egypt by 2025



### DATA GOVERNANCE AND CYBERSECURITY

- Annually review and update the suite of policies and procedures for cybersecurity risks when needed
- All employees trained on cybersecurity and data governance annually and integrated into IDH's employee onboarding process
- Implement SIEM, which is proactive solution for monitoring our cybersecurity environment by 2024
- Enhance our cybersecurity posture by implementing a Security Information and Event Management (SIEM) system by 2024, as a proactive measure enabling us to continuously monitor and manage our cybersecurity environment, ensuring robust protection against potential threats.

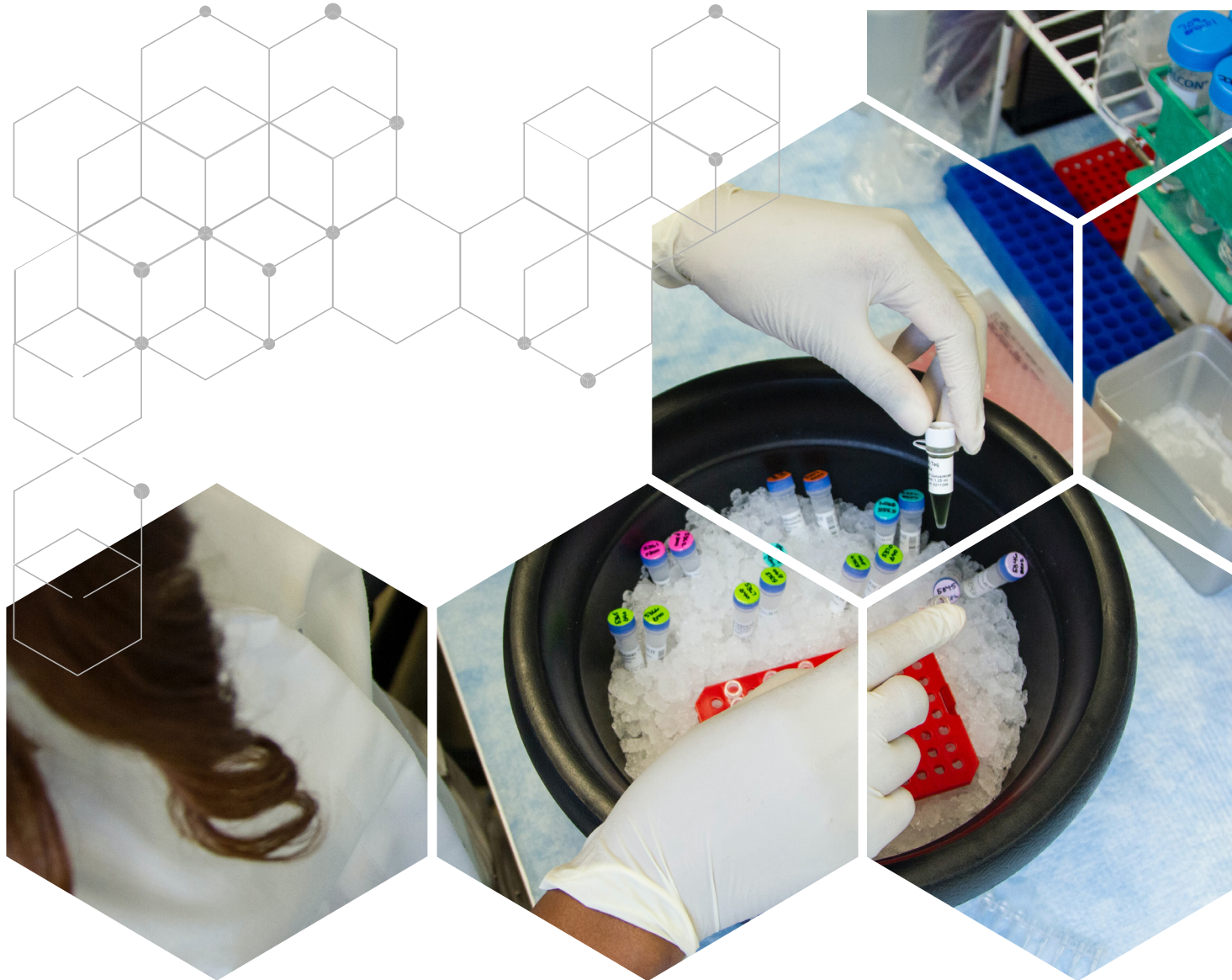


In 2022, Al Borg Scan's Nuclear Medicine and Ultrasound units obtained ACR accreditation, the first lab in Africa to earn the prestigious certificate
















## UNCOMPROMISED QUALITY ASSURANCE

As a healthcare services provider, IDH's management recognises its significant responsibility to ensure the highest level of quality. Pursuing excellence is at the core of IDH's objectives, instilling confidence in our customers that they can rely on our services. This commitment entails rigorous quality assurance procedures integrated into our daily operations. By adhering to internal and external standards and guidelines, IDH places utmost importance on the accuracy and reliability of its test results, thereby upholding the highest standards in patient care. IDH is dedicated to continuously enhancing our processes, operations, and services to deliver healthcare outcomes that are reliable and trustworthy.















 Achieved
  In progress
  Not Available

EXTERNAL CERTIFICATIONS/ACCREDITATIONS	IMPLEMENTATION STATUS	YEAR OF ATTAINMENT	ADDED VALUE
 <b>ISO 9001: QUALITY MANAGEMENT SYSTEM</b>	 (Al Borg and Al Mokhtabar)	2016	By implementing and adhering to the requirements of ISO 9001, IDH demonstrates its commitment to delivering high-quality products and services, meeting customer expectations, and continuously enhancing its operations.
 <b>ISO 15189: MEDICAL LABORATORIES</b>	 (2 of Biolab's laboratories are accredited)	2012	ISO 15189 focuses on the competence and quality management of medical laboratories. By obtaining this certification, IDH demonstrates its commitment to meeting the highest standards of quality, accuracy, and reliability in its diagnostic services.
 <b>ISO 17025: TESTING AND CALIBRATION LABORATORIES</b>	 (Mega Lab is accredited)	2019	The accreditation demonstrates IDH's competence in testing and calibration, enhancing its credibility and reputation in the industry. Compliance with ISO 17025 is a step further for IDH in its continuous journey to provide accurate and reliable results for clients.
 <b>ISO/IEC 27001 INFORMATION SECURITY MANAGEMENT SYSTEMS</b>	 (Biolab is accredited)	2022	The ISO 27001 certification demonstrates IDH's commitment to information security management. It provides assurance to stakeholders that IDH has implemented robust controls and safeguards to protect sensitive data and information assets. This certification enhances trust and confidence in IDH's ability to manage risks related to information security, which is crucial in today's digital landscape.
 <b>ISO 45001: OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT SYSTEM</b>	 Almokhtabar and Al Borg	2022	The ISO 45001 certification signifies IDH's commitment to occupational health and safety management. It provides reassurance to stakeholders that IDH has put in place stringent measures to ensure the safety and well-being of its workforce.
 <b>ISO 14001: ENVIRONMENTAL MANAGEMENT SYSTEM</b>	 Almokhtabar and Al Borg	2022	The ISO 14001 certification underscores IDH's dedication to environmental management. It offers assurance to stakeholders that IDH has implemented rigorous measures to minimize its environmental impact and promotes sustainable practices. This certification bolsters trust and confidence in IDH's capacity to manage environmental risks.
 <b>COLLEGE OF AMERICAN PATHOLOGISTS (CAP)</b>	 (Mega Lab and Biolab – Jordan are accredited)	Biolab (2018) Mega Lab (2010, and renewed in October 2021)	CAP accreditation requires rigorous compliance with stringent laboratory standards, including proficiency testing, quality control, and continuous quality improvement. It ensures that IDH's laboratories are equipped with state-of-the-art technology, and that it employs highly trained staff, and follows standardised protocols for accurate and timely test results.
 <b>HEALTH CARE ACCREDITATION COUNCIL (HCAC)</b>	 (Biolab is accredited)	2017	HCAC accreditation serves as a recognised symbol of excellence, enhancing IDH's reputation and credibility. It provides assurance to patients and stakeholders that IDH consistently delivers quality care and services.

 Achieved
  In progress
  Not Available

EXTERNAL CERTIFICATIONS/ACCREDITATIONS	IMPLEMENTATION STATUS	YEAR OF ATTAINMENT	ADDED VALUE
 <b>AMERICAN COLLEGE OF RADIOLOGY (ACR)</b>	 (Alborg Scan Nuclear Medicine (NucMed) and Ultrasound unit is accredited)	2022	The accreditation signifies IDH's commitment to providing high-quality imaging services and patient care. ACR accreditation fosters a culture of ongoing quality enhancement and the adoption of industry-leading practices in radiology.
 <b>JORDANIAN ACCREDITATION SYSTEM (JAS)</b>	 (Biolab is accredited)	2012 (Renewed in November 2022)	JAS accreditation enhances IDH's reputation and credibility in the Jordanian market, instilling confidence in patients, healthcare providers, and stakeholders. It also promotes continuous improvement, adherence to best practices, and compliance with industry regulations
 <b>GLOBAL ACCREDITATION FOR HEALTHCARE ACCREDITATION AND RECOGNITION (GAHAR)</b>	 (12 labs are accredited)	2022	GAHAR is a prestigious certification that recognises excellence in healthcare service delivery and patient care. By achieving GAHAR certification, IDH demonstrates its commitment to high standards of quality, patient safety, and continuous improvement. Additionally, this allows the inclusion of IDH in the Egyptian universal health system.
 <b>EGYPTIAN ACCREDITATION COUNCIL (EGAC)</b>	 (Mega Lab is accredited)	2020	This accreditation enhances IDH's reputation as a trusted and reliable provider of diagnostic services in Egypt and beyond. EGAC accreditation validates the competency and technical proficiency of IDH's laboratories, providing trust in the accuracy and reliability of its test results.
 <b>JOINT COMMISSION INTERNATIONAL (JCI)</b>	 (Biolab is accredited)	2012	The JCI accreditation proves IDH's excellence in providing a patient-centric experience, and commitment to continuous patient safety and quality improvement.

## PATHOLOGY LABS INTERNAL QUALITY CONTROL

In addition to the above external certifications, IDH places a strong emphasis on its internal quality management policies that were the cornerstone to achieve the national and international accreditations. These policies are adopted from international policies including the Clinical & Laboratory Standards Institute (CLSI) Guidelines and designed to establish robust quality control measures, promote continuous improvement, and prioritise patient safety and satisfaction.

These policies address various areas, including cleaning protocols for the medical laboratory, hand hygiene practices, biosafety planning, infection prevention and control programs, and usage of personal protective equipment (PPE). By implementing these policies, IDH aims to create a safe and sterile environment for patients and staff, minimise the risk of infections, and uphold the highest levels of hygiene and safety throughout its operations. Additionally, it has separate policies for the management, operation, and maintenance of every lab equipment.

IDH has established robust Quality & Performance Improvement policies which encompass nonconformity management, internal assessment audit management, risk management, quality improvement planning, data management, data validation, quality management programs, and incident management. Additionally, the company has set comprehensive policies to govern the pre-pre and pre-examination process. This includes but is not limited to: sampling procedures, proper transfer of samples, efficient customer receiving protocols, accurate patient and specimen identification measures, adherence to acceptance and

rejection criteria, and monitoring of specimen stability and retention time. Additionally, it has set policies defining the examination process of each laboratory examination.

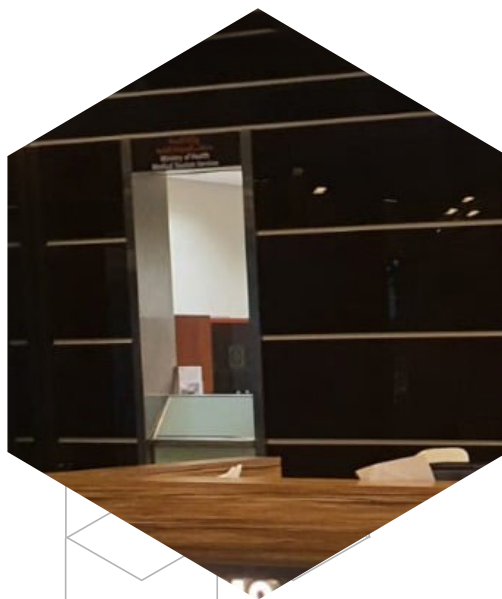
As IDH is committed to providing top-notch quality to its customers throughout each phase of their journey, the company has implemented comprehensive internal post & post-post examination policies to ensure the accuracy, efficiency, and timely delivery of critical diagnostic information. These policies encompass critical/panic values notification, amended results management, results reviewing, reporting, and retention, as well as turnaround time monitoring. By adhering to these policies, IDH aims to promptly identify and communicate critical values, manage any necessary amendments to test results, conduct thorough reviews of results for accuracy, generate comprehensive reports, and retain records in accordance with regulatory requirements. Furthermore, IDH closely monitors turnaround times to ensure timely delivery of test results to healthcare providers and patients.

## BIOLAB QUALITY ASSESSMENT

Biolab implemented a quality assessment policy to establish and maintain a mechanism to evaluate and demonstrate competency in test performance for each employee who performs a diagnostic test. This means that the laboratory director or another designated person must critically observe the individual being checked to determine that procedural methods and protocols are followed correctly, proper techniques are used during the performance of the test, and safety guidelines are followed.

## RADIOLOGY INTERNAL QUALITY CONTROL

IDH's commitment to maintaining exceptional radiology services is reflected in its adherence to stringent quality policies. These policies, in accordance with the guidelines set by the American College of Radiology (ACR), form the foundation of IDH's approach to delivering high-quality diagnostic imaging services. These policies encompass various crucial aspects of radiology practice, including equipment calibration, image acquisition and interpretation, patient safety protocols, and adherence to established guidelines. IDH's efforts for achieving the highest radiological services quality boosts patient trust in radiation safety and maintains the highest level of diagnostic picture quality.



# NEXT ECONOMY

We believe the next economy is about doing business built around a purpose. It is about positive impact and ESG performance being drivers and markers of long-term business resilience. It is about strong relationships across the value chain, enhancing individual and shared impact while building a culture of trust, mutual learning and shared efforts to transform the future of healthcare.



## MATERIAL TOPICS



Business for  
Good



Customer  
Excellence



Responsible  
Suppliers

## CAPITALS



Financial



Manufactured



Intellectual



Human



Social & Relationship



Natural



# 2.1

## Business for Good

Our business is built on a few simple ideas that together have great power, such as that health matters for human well-being or that good and timely diagnostics are invaluable. With this strategy, we want to take these ideas further and create a sustainable business model that contributes to a broader social good.



### Priority Area

### Target



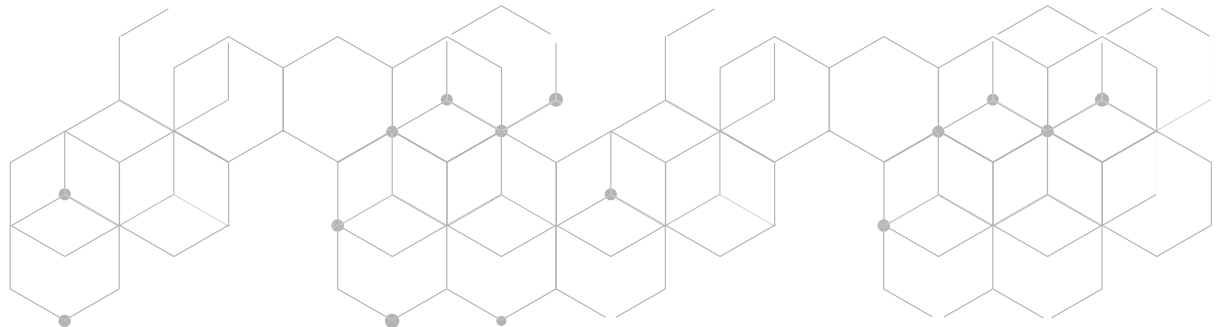
#### BUSINESS IMPACT

- Continuously implement measurement of the direct and indirect impact of services on SDGs
- Embrace the ongoing integration of sustainability tools and ESG metrics into our current management decisions, aiming for complete incorporation by 2025



#### RESEARCH, DEVELOPMENT AND INNOVATION

- Pledge ongoing support for advancing sustainable diagnostic innovations, with funding guided by annual assessments of requirements and prospects.
- Dedicate funding to research and partnerships that pursue sustainable healthcare solutions, adapting to align with shifting priorities and financial viability.
- Back international initiatives targeting noncommunicable diseases, such as diabetes and cardiovascular conditions.
- Cultivate expertise in research and development across essential functions, contingent on organizational structure and strategic direction.





## ECONOMIC PERFORMANCE

IDH reports sustained growth in traditional offering showcasing the fundamental strength and potential of the business.

**EGP 2,903 MN**

Conventional Revenues  
↑ 18% yoy

**EGP 3,542 MN**

Net sales  
↓ 30%

**EGP 94 MN**

net sales/ conv. test  
↑ 9%

**EGP 1,462 MN**

Gross profit  
↓ 48% yoy/41% margin

**EGP 1,172 MN**

Adjusted EBITDA  
↓ 54%yoy/33% Margin

**EGP 527 MN**

Net profit  
↓ 65%yoy/15% Margin

**30.985 MN**

Conv. tests  
↑ 9%

**8.721 MN**

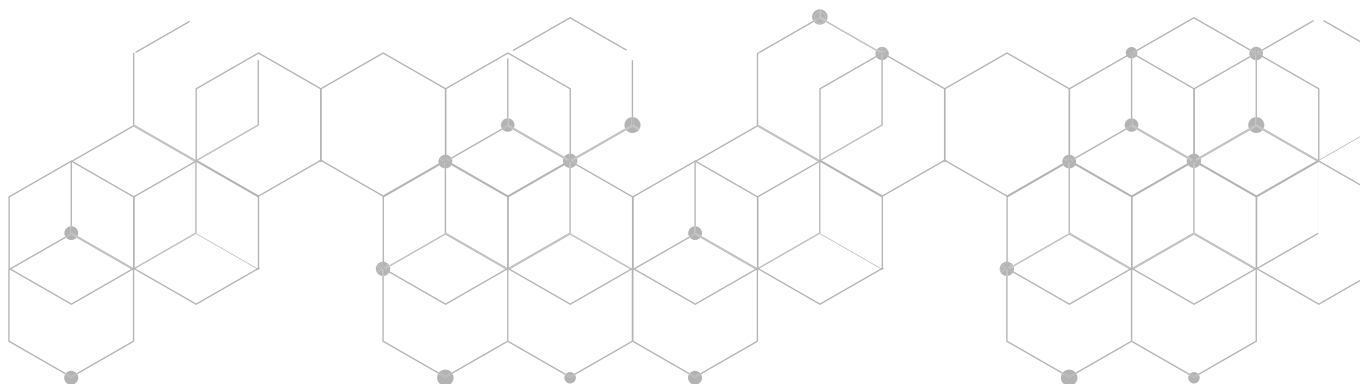
Patients  
↓ 15%

**552**

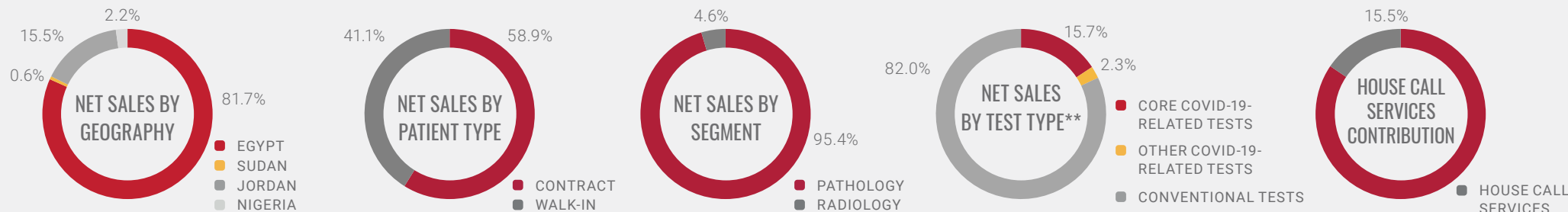
Branches  
50 branches vs. 31  
December 2021

\* Margins are calculated on net sales for the year.

1 Adjusted EBITDA is calculated as EBITDA excluding one-off expenses incurred by the Group.



## NET SALES BREAKUP FY 2022



In 2022, IDH's financial performance was characterized by a mixed picture due to contrasting trends in its conventional and COVID-19-related revenue streams. Conventional revenue, which accounted for 81% of the company's consolidated revenue, demonstrated robust growth, while COVID-19-related revenue experienced a significant decline.

Conventional revenue, excluding COVID-19-related tests, exhibited strong growth throughout the year, primarily driven by a normalization of patient traffic following the COVID-19 pandemic. Conventional revenue expanded by 18% year-on-year, reaching EGP 2,903 million for FY 2022. This growth was attributed to a 9% increase in both conventional test volumes and average revenue per test.

In contrast, COVID-19-related revenues, which accounted for 19% of consolidated revenue in FY 2022, experienced a sharp decline. These revenues amounted to EGP 702 million in 2022, reflecting a significant decrease of 75% compared to the previous year. Similarly, COVID-19-related net sales

contracted by 75% year-on-year, totalling EGP 639 million in FY 2022. This decline was primarily due to a widespread fall in infection rates and the lifting of government regulations on mandatory testing, along with a reduction in the average price of PCR and Antigen tests.

As a result of these divergent trends, IDH's consolidated revenue and net sales experienced a decline in 2022. Consolidated revenue contracted by 31% year-on-year, amounting to EGP 3,605 million for the year. Consolidated net sales followed a similar trajectory, with a 30% year-on-year contraction to EGP 3,542 million. This decline was solely attributable to the decrease in COVID-19-related business, which had significantly boosted the company's results in the previous fiscal year. However, the decline in COVID-19-related revenues was partially offset by the strong growth in conventional revenues.

For further information, please refer to our [2022 Annual Report](#).





## OPERATIONAL PERFORMANCE ACROSS REGIONS

IDH expanded its revenue generating branch network to 552 branches by the end of 2022, adding 50 branches compared to the previous year, reaching a wider customer base.

In terms of test volumes, conventional tests showed a robust increase of 9% year-on-year, reaching 31.0 million tests in FY 2022. However, COVID-19-related tests experienced a significant decline of 67% year-on-year, totalling 1.7 million tests. Consequently, the total number of tests performed decreased by 3% year-on-year to 32.7 million.

The average net revenue per conventional test demonstrated solid growth, increasing by 9% year-on-year to EGP 94 in FY 2022. In contrast, the net revenue per COVID-19-related test declined by 26% year-on-year due to reduced selling prices of PCR and Antigen tests. As a result, IDH's total average net revenue per test dropped by 28% year-on-year to EGP 108 in FY 2022.

The total number of patients served by IDH decreased by 15% year-on-year, from 10.3 million in FY 2021 to 8.7 million in FY 2022. However, the tests per patient metric increased from 3.3 in FY 2021 to 3.7 in FY 2022. This decrease in patient volumes and simultaneous increase in tests per patient metric were driven by a decline in COVID-19-related patients and the normalization of conventional patient traffic.

Looking at specific geographies, both **Egypt** and **Jordan** remained key markets for IDH, contributing 80.3% and 16.9% of consolidated revenues in FY 2022, respectively. In Egypt, conventional revenue expanded by 16% year-on-year, while in Jordan, conventional revenue increased by 29% in EGP terms and 2% in JOD terms. This growth in conventional revenue partially offset the decline in COVID-19-related business in these regions.

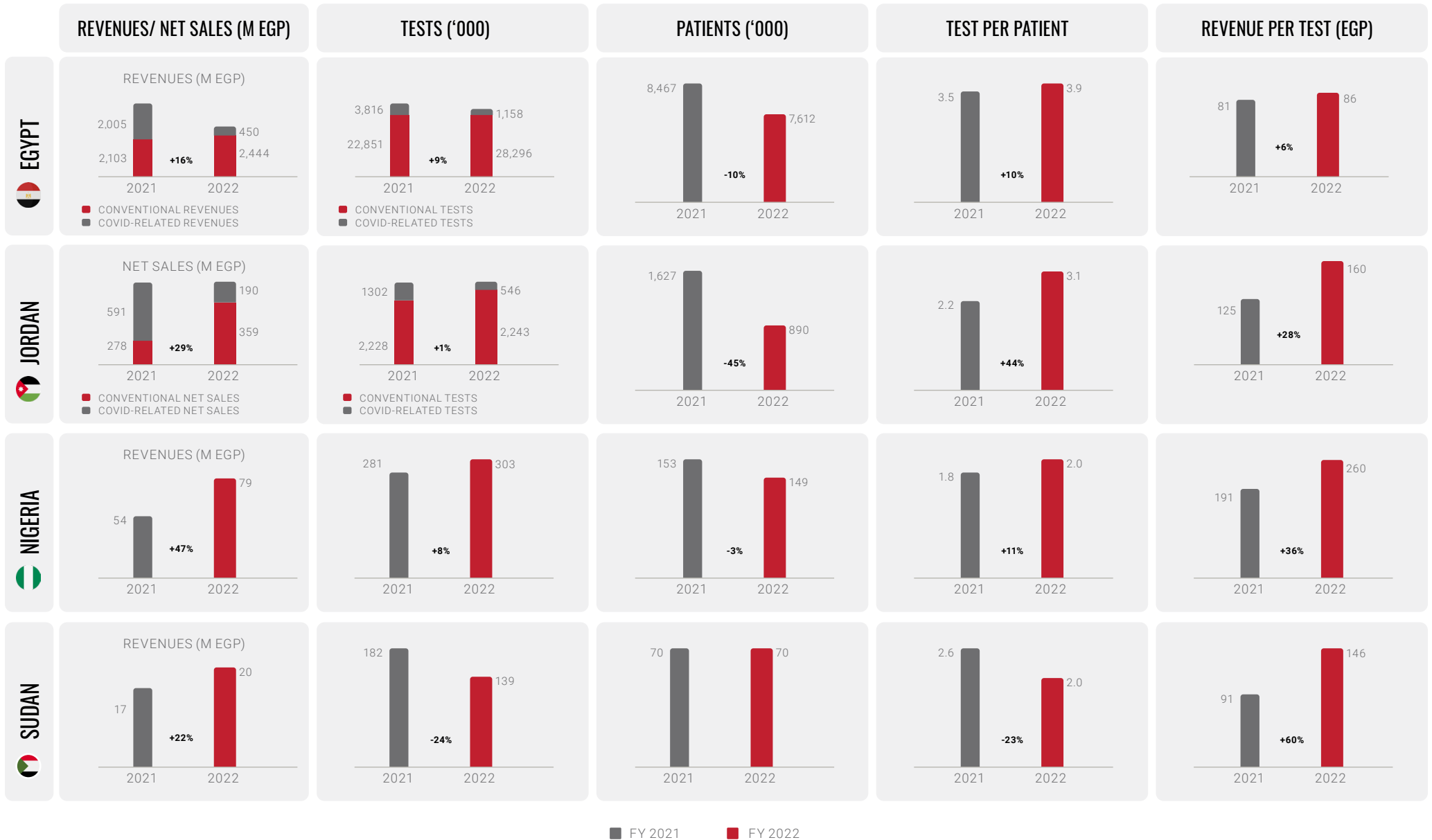
In **Nigeria**, which accounted for 2.2% of consolidated net sales in FY 2022, IDH achieved robust revenue growth, with a 47% increase in EGP terms and 24% in NGN terms. This growth was supported by a favourable test mix and higher test volumes. However, Echo-Lab's profitability in Nigeria continued to be affected by rising diesel prices.

IDH also experienced solid growth in **Sudan**, which contributed 0.6% of consolidated net sales in FY 2022. The company recorded growth in both SDG and EGP terms, supported by rising test prices in the region.

Despite challenges in certain regions, IDH continued to expand its branch network and explore opportunities for growth.



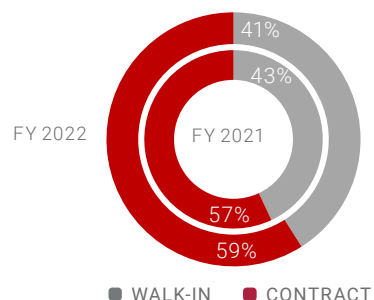




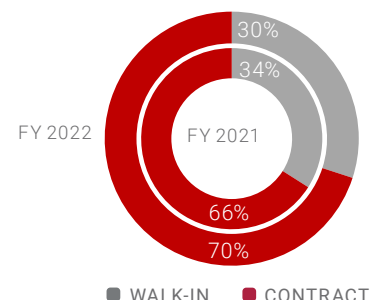
## FINANCIAL PERFORMANCE BY SEGMENT

IDH caters to two main categories of patients: contract and walk-in. Contract clients of IDH consist of institutions that engage in one-year renewable contracts, with agreed rates per-test and on a per-client basis. On the other hand, walk-in clients, also known as "self-payers," directly pay for diagnostic tests and other services without any contractual agreement. IDH has achieved strong financial performance across its different segments in 2022. The company increased its revenues share from contract patients to reach 59%, compared to 57% in 2021. In addition, the number of tests for contract patients increased by 2% to reach 25,372 tests in 2022. The revenues from walk-in patients reached EGP 1,519 mn, with them comprising only 30% of IDH's customer base. Additionally, the test per walk-in patient reached 2.8, 12% higher than 2021.

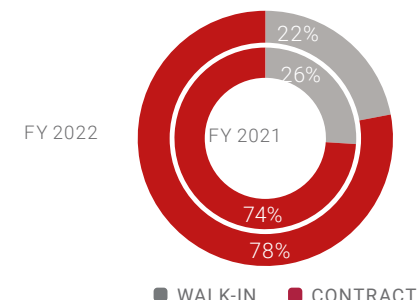
### REVENUE GENERATED BY SEGMENT



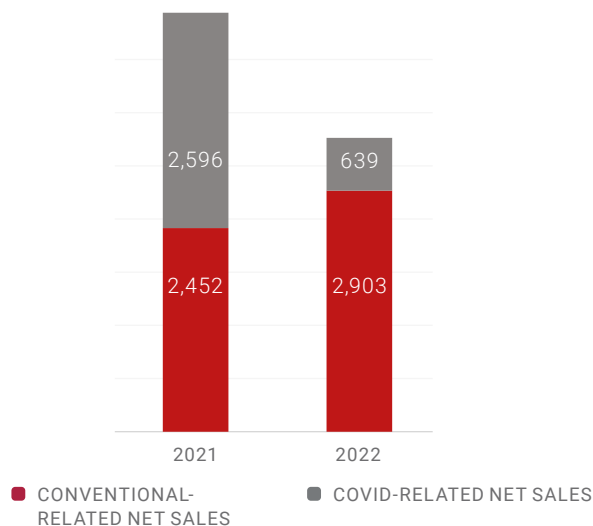
### NUMBER OF PATIENTS BY SEGMENT



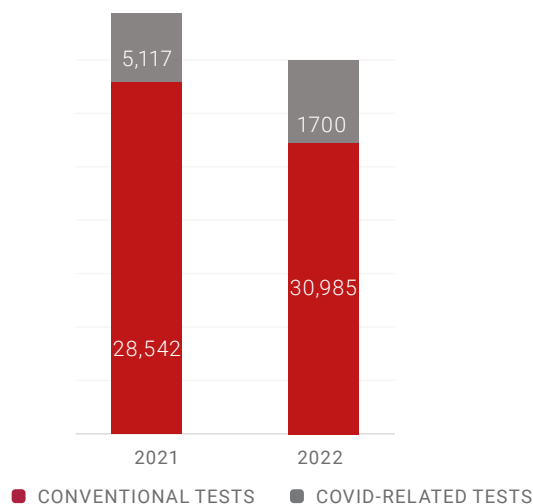
### NUMBER OF TESTS BY SEGMENT



### NET SALES (EGP MN)



### NUMBER OF TESTS CONDUCTED (X1,000)






**18%** increase in net sales from conventional tests from 2021 to 2022

**9%** increase in number of conventional tests conducted from 2021 to 2022

## DIGITALIZATION, TECHNOLOGY, AND INNOVATION

IDH recognises the significance of digital transformation in the healthcare industry and has embraced it as a key driver of innovation and excellence. The company has been taking steady steps towards revolutionising its various aspects of operations, from patient management and laboratory processes to employees’ management.



<div> <div>1010 1010</div> <div>DIGITAL TRANSFORMATION PROJECTS</div> <div>IDH</div> </div>		
DIGITALISATION	RENOVATION	AUTOMATION
		
Reports Portal Catalogue	Revamping websites and the web results	Warehouse Management and Bar-code stabilization
LMS Database Archiving Solution	Patient report revamp	Medical waste management system
Revenue Project	Complete funds management restructuring	Costing projects in Egypt and Nigeria
Marketing Stocks Project	Cash management implementation	Lab to Lab digital solutions
Complete business solution GAP analysis	Shield CRM	Improve Chatbot experience
IDH People Development dashboard		Quality mobility application
		Quality application consolidation
		Pension Automation
		Sales doctors automation
		Integration programs development with external customers

## DIGITALISING OUR CUSTOMERS EXPERIENCE

To meet its goal of providing a reliable and user-friendly service that meets the needs of all customers, IDH introduced its Artificial Intelligence chatbot in 2022. The chatbot is designed to provide a seamless and automated experience for customers when they send inquiries. With the convenience of messaging platforms like Messenger, WhatsApp, and IDH's own website with the intelligence of the AI chatbot, customers can easily inquire about services, make reservations, and receive prompt responses. This is implemented to improve efficiency, enforce response consistency, and reduce response time.

[Read more under Customer Excellence](#)

Additionally, IDH used location-based SMS to send relevant and timely information to patients based on their geographic locations. Moreover, IDH utilised sending promotional codes through SMS. Using this, IDH managed to provide targeted promotions and discounts to patients, allowing them to access healthcare services at a more affordable cost. Recognizing the growing importance of digital transactions and the need for convenient payment options, IDH introduced online payment capabilities in 2022.

## BRINGING DIGITALIZATION TO OUR DAY-TO-DAY OPERATIONS

Moreover, IDH has been working on digitising and streamlining its operations. To achieve this, IDH implemented SAP SuccessFactors, a comprehensive digital human capital management solution. Employing the warehouse management system on SAP provided IDH with flexible, automated support in processing the movements of all goods and managing stocks in its warehouse. In addition, IDH has been working on automating its audit process throughout 2022, to reduce human interference.

In addition, IDH used Shipox, a delivery management software that allows real-time tracking of all delivery personnel and vehicles. Shipox allows the couriers to capture proof of delivery and send status updates in real-time. The digitalisation of branch consumption and raw material requests has revolutionised the way IDH manages inventory and streamlines procurement processes. By implementing digital systems and tools, IDH reduced manual paperwork and introduced automated processes for tracking and managing each branch consumption.

Data on patient volume per branch is sourced from the Lab Management System (LMS). We then determine paper usage, estimating at a rate of 2.5 sheets per patient. Utilizing these figures, we calculate the precise quantity of paper to dispatch to each branch, aiming to curtail excess consumption efficiently.

IDH implemented an automated system for the transfer of data from medical machines to reduce the need for manual data entry, reducing the risk of errors and saving valuable time for the medical staff, and providing higher accuracy for customers.





## 2.2

# Customer Excellence

We put customers at the center of their every interaction with IDH, be it a single test or a lasting relationship. We believe all customers deserve to be treated with dignity and respect and provided with all the necessary support throughout their healthcare journey.



### Priority Area

### Target



#### CUSTOMER RELATIONS

- Launch a Customer Centricity Program by Q1 2024 to improve the patient experience through training for Lab Receptionists and Branch Managers.
- Implement a proactive retention plan by Q1 2024 to address dissatisfied customers, increase loyalty, and enhance retention.
- Refine the NPS process in Q1 2024 by diagnosing and improving the factors contributing to negative feedback, ensuring continuous process enhancement and effective monitoring.
- Aim to reduce the complaints ratio by 15% by Q1 2024, actively fostering greater customer satisfaction through improved service processes.

## 8.7 MILLION PATIENTS

Served

## 32.7 MILLION TESTS

Conducted

## 1,197,899 INQUIRIES THROUGH OUR DIGITAL PLATFORMS

Received and completed

## 1.2 MILLION CHATBOT CONVERSATIONS

## 3,191,601

Patients enrolled in the loyalty program

## 8% OF HOUSE VISITS

comes from upper Egypt region

## EMBRACING A CLIENT-CENTRIC APPROACH

At IDH, our commitment to a customer-centric approach is woven into the fabric of our organization. We believe that by prioritizing the needs and satisfaction of our customers, we can deliver exceptional healthcare services. This approach encompasses three key pillars: people, digital transformation, and process.

Our first pillar focuses on **our people**. We understand that our employees play a vital role in ensuring customer satisfaction. That's why we invest in their well-being and development. We believe that when our employees are happy and motivated, they are more inclined to provide excellent service. Continuous training and development programs are at the core of our efforts. We provide dedicated training on the House Visit Etiquette Programme, enabling our staff to deliver professional and courteous service during home visits. Additionally, we offer Chemist Technical Certification to enhance their expertise in the field of pharmaceuticals.

The second pillar of our customer-centric approach is **digital transformation**. We recognize the power of technology in improving our services and creating seamless experiences for our customers. To support this, we have established a robust technological infrastructure. One of our notable advancements is the introduction of chatbots on various digital assistance channels such as Facebook Messenger, WhatsApp, and our website. These chatbots are available 24/7, ensuring that patients can receive prompt support and information whenever they need it. Furthermore, we have revamped our mobile apps and websites, making them user-friendly and providing convenient access to our services.

The third pillar revolves around our **processes**. We understand the importance of reliable and speedy diagnostics for our customers. That's why we prioritize global accreditation compliance and responsible operations. By adhering to these standards, we ensure the quality and safety of our operations. We believe that responsible practices build trust and confidence in our services. As part of our commitment to personalized care, we have developed a customized "Life Cycle Analysis" approach. This allows us to gain a comprehensive understanding of each patient's medical history, enabling us to provide tailored solutions that meet their specific healthcare needs.

## ADVANCING OUR CUSTOMER EXPERIENCE: NAVIGATING THE DIGITAL-HUMAN INTERFACE

Since 2018, IDH has significantly expanded its patient touchpoints, offering a variety of communication channels integral to the customer journey. These channels provide multiple options for obtaining information, booking tests, receiving results, and lodging complaints.

IDH's digital services, backed by supporting data centres and back-end technology, operate 24/7. These systems, safeguarded under IDH's Disaster Recovery Management Control, ensure uninterrupted service and continuous branch access to core business systems via various connections such as VPN, APN, DSL, and MPLS.

While digital channels are increasingly commonplace, IDH recognises the value of human interaction for its clients. An analysis of five years' worth of inbound calls reveals a preference for personalised engagement, with inquiries

predominantly relating to branch locations, operational hours, test menus, receipt of results, service costs, and promotional offers. This preference remains despite the availability of such information on IDH's digital platforms, underlining the importance of human interaction in understanding client sentiment and culture.

Consequently, IDH emphasises a hybrid model, blending digital and human interactions, to provide a comprehensive and tailored customer experience.



## Digital Assisted Chatbot Channels



Digital Applications



Social Media



Website Assistance



Facebook Messenger



WhatsApp



Call Centre



## MEDICAL APPROVALS MADE EASY WITH WHATSAPP

As part of our ongoing efforts to enhance the patient experience and minimize waiting times at our branches and during home visits, IDH has introduced a convenient service for acquiring medical approvals through WhatsApp. This initiative aims to eliminate the barrier of obtaining medical approvals by performing the process on behalf of our patients. Since its implementation, we have observed a significant surge in demand for this service, accompanied by positive feedback from our patients.



## SEAMLESS ENGAGEMENT: TRANSFORMING PATIENT EXPERIENCES WITH OUR LAB MOBILE APPLICATIONS

Created with the aim of enhancing patient engagement and facilitating communication, our lab applications provide comprehensive experiences tailored to their respective laboratories. These user-friendly apps offer a wide range of features that empower users to maximize their interaction with our labs.

Through the apps, users can conveniently schedule home visits for tests, making the process seamless and hassle-free. They also serve as a valuable resource, allowing users to easily locate and access information about our AI Mokhtabar and AI Borg branches, including contact details and directions.

One of the key functionalities of the apps is the secure access and sharing of test results with physicians. This promotes efficient communication and enables informed healthcare decisions. Furthermore, users can stay informed about the latest offers and test packages offered by AI Mokhtabar and AI Borg labs, ensuring they are up-to-date with the latest promotions.

The number of downloads in 2022 highlights the popularity and widespread use of these applications among both Android and iOS users. The AI Mokhtabar app recorded 68,527 downloads on Android and 67,431 downloads on iOS, while the AI Borg Lab app had 42,710 downloads on Android and 15,875 downloads on iOS. These figures underscore the growing adoption of these digital tools and signify their effectiveness in improving the overall experience for patients seeking laboratory services.



## EMPOWERING PATIENT SUPPORT: DOCTOR CONSULTATIONS AND CUSTOMER CARE AT IDH

At IDH, we place great importance on providing comprehensive support to our patients. We understand the significance of addressing their medical inquiries promptly and facilitating a deeper understanding of their results. To achieve this, we have implemented a system that allows doctors to engage in consultations and discussions through our dedicated Customer Care (CC) department. We are delighted to share that a recent survey conducted among our patients revealed a high satisfaction rate of **81%** with this service. By offering this valuable addition to our services, we strive to foster increased loyalty and attachment to the IDH brand.





## EFFORTLESS SERVICE INQUIRIES THROUGH OUR CHATBOTS

In alignment with our dedication to digital innovation and providing convenient solutions to our patients, IDH has introduced its chatbot specifically designed for its lab and scan services. This automated system enables patients to inquire about and make reservations through popular messaging platforms such as Messenger, WhatsApp, and our official website.

Since its implementation, this initiative has garnered positive feedback from patients, resulting in an increased satisfaction ratio. The chatbot has successfully handled a total of **1.2 million conversations** for Al Mokhtabar and Al Borg patients, streamlining their experience and ensuring a digitalized, error-free journey.

By utilizing the chatbot, we guarantee consistency in responses and contribute to a more seamless and convenient healthcare journey for our patients. This digital solution enhances efficiency, eliminates errors, and provides a user-friendly interface.

## REVAMPED PATIENT LOYALTY PROGRAMME

IDH employs a variety of approaches to boost customer satisfaction and attract potential clients. Our strategies incorporate a spectrum of initiatives, including promotional codes disseminated through text messages. We deploy location-based SMS targeting, devise bespoke cycles for

chronic illnesses, provide loyalty promotions, and establish new key performance indicators (KPIs) to track and enhance the patient journey. This dedication to providing convenient, value-added services caters to the diverse needs of our clients. By utilizing these strategies, IDH seeks to cultivate a positive customer experience, foster trust, and position itself as the preferred healthcare provider for many.

Our Loyalty Programme is the most comprehensive on the market. Each walk-in patient receives personalized service from their first test at any IDH Lab. With **3,191,601** patients enrolled in the loyalty programme, we conduct a tailored "Life Cycle Analysis" of patients' medical history, dispatch timely SMS test reminders, and provide advisory precautionary medical guidelines.

### INTRODUCING OUR CORPORATE CLIENT LOYALTY PROGRAMME

In 2022, IDH introduced several new initiatives that significantly boosted test volumes. One notable initiative was the launch of our first loyalty programme for the contract segment, coinciding with the normalisation of IDH's patient mix as COVID-19-related volumes declined. The immediate impact of this new loyalty programme was substantial, with the average number of tests per patient seeing a year-on-year increase of **14%**, reaching **4.1** in FY 2022, up from **3.6** tests per patient in the previous year.

## ACCESS TO LOW-INCOME PATIENTS

We believe that as a leading healthcare provider in the country, we have a responsibility to ensure that our services remain accessible to as many patients as possible. Moreover, we are confident that providing additional support to patients in time of financial need will translate into increased loyalty, enhancing long-term patient retention, and revenue generation. IDH is committed to ensuring healthcare accessibility for all, particularly for low-income patients. We have several initiatives in place to provide affordable healthcare services. For instance, we offer special packages to syndicates and companies, facilitating healthcare access for their members and employees. Further, we have formed partnerships with various entities to offer discounts to uninsured patients, making essential healthcare services more affordable. Dr. Moamena Kamel's foundation also leads several initiatives that contribute to this cause. Additionally, we participate in initiatives aimed at Egyptian citizens, such as the '100 Million Seha' initiative, further cementing our commitment to making healthcare accessible for every individual, regardless of their income level.





## OUR APPROACH TO TRANSPARENT PRICING AND BILLING

At IDH, we are committed to ensuring transparency in pricing and making billing information readily accessible to our patients. Our call center staff, receptionists, and house call chemists, who all have direct access to our main system (LMS), can provide up-to-date pricing information verbally during interactions with patients.

In addition to verbal communication, patients can check prices through a variety of written channels. This includes WhatsApp services, website chat, and Facebook Messenger. Initially operated through a chatbot, these services can escalate to live agents if required, offering a seamless transition from automated to human assistance. Furthermore, pricing information is available on our websites and mobile applications, ensuring that patients can access it at their convenience.

For our corporate clients, account managers convey pricing details through contracts or deals and informational materials like brochures and booklets. This direct communication ensures our corporate partners have a clear understanding of our pricing structures.

We also utilise social media platforms and SMS to run specific campaigns, packages, and offers, providing additional avenues for patients to access pricing information. In our ongoing commitment to transparency and ease of information access, we plan to introduce barcodes in our

branches in the future. This innovation will replace collateral materials, offering patients a quick and straightforward way to access up-to-date pricing information.



## PERSONALISED CARE: IDH'S HOME VISIT SERVICES

**952K**

House call patients served FY 2022

**4.6MN**

House call Tests performed FY 2022

**EGP 120**

House call revenue per test FY 2022

**C.4.8**

Tests per house call patient FY 2022

Up to **5,000**

visits per day

Up to **10,000**

calls answered per day

IDH's home visit services are designed to extend our reach, broadening our customer base to include new population segments. These services mirror those offered at our physical branches but include an additional fee to cover travel expenses. The profitability of our House Call offering is evident, with the contribution margin from tests conducted during these visits comparable to conventional lab tests.

Crucially, our home visit services play a pivotal role in our cross-selling strategy. When new patients are onboarded via home visits, their records are stored in our system, enabling us to provide tailored services and build enduring relationships.

In today's climate, reaching out to our patients has become more important than ever. IDH clients can request our testing services from the safety and comfort of their homes. We place paramount importance on the satisfaction of our house-call patients. To ensure service excellence, we conduct comprehensive training programmes for our house-call agents. In 2022, we trained 200 agents, equipping them with the necessary skills and knowledge to conduct house visits both professionally and with a patient-centric approach.

In Egypt, IDH's house call service contributed significantly to our revenue in 2022, recording a total of EGP 517 million and making up 18% of Egypt's revenues for the year. This robust contribution was achieved despite a decrease in Covid-19-related revenue generated through the house call service due to declining infection rates from March onwards.

To meet our clients' needs for home care and testing services, IDH professionals conducted up to 5,000 visits per day, demonstrating our commitment to providing accessible and convenient healthcare services.

## REDEFINING CARE: IDH'S HOME SERVICES IN UPPER EGYPT

IDH upholds the principle that healthcare is a fundamental human right, and as such continually strives to ensure accessibility and equity across its operations. Despite cultural reservations and limited outsider access to communities in Upper Egypt, IDH pioneered the provision of home care services in the region. Through meaningful community dialogue, IDH successfully navigated these traditional barriers, with its professionals being welcomed into homes.

This acceptance is further reflected in the unique needs of female patients in certain regions. Here, IDH's teams include local female chemists, proficiently trained to offer home visit services. With the support of a widespread network of branches across remote regions, the number of home visits in Upper Egypt consistently increases, currently accounting for an average of 8% of total home visits.



## CUSTOMER SATISFACTION

IDH actively seeks feedback from its customers, valuing their insights and utilising them as a crucial resource for continuous improvement. By actively listening to customer feedback and incorporating it into their processes, IDH can refine and enhance its services to better cater to the unique preferences and expectations of its customers. This customer-centric approach enables IDH to continually evolve and innovate, ensuring that its healthcare services remain at the forefront of excellence in the sector.

IDH emphasises transparency by guaranteeing that it makes Net Promoter Score (NPS) results for Alborg branches, AlMokhtabar branches, and AlMokhtabar Hospital publicly accessible. This transparency enables customers to make informed decisions based on the quality of services and reinforces IDH's commitment to maintaining high standards of customer satisfaction and care. In FY 2022, IDH achieved an overall NPS of over 80%.

The data showed that there are several reasons for dissatisfaction among customers at AlMokhtabar and Alborg branches. The most cited reasons were related to the attitude and performance of the reception staff, the inability to collect the sample easily, and long waiting times. These reasons were consistently listed as the top three across all data sets, indicating their importance to customers. Other reasons cited included the appearance of the receptionist, procedures for obtaining medical approvals, not being able to answer questions, talking in an inappropriate manner, not all requested tests being done, branch ambiance not being satisfactory, and non-compliance with infection control procedures.

### AL BORG BRANCHES



40%

Of Al Borg Branches  
Achieved **NPS > 90%**



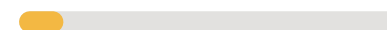
52%

Of Al Borg Branches  
Achieved **80%>NPS>90%**



8%

Of Al Borg Branches  
Achieved **NPS < 80%**

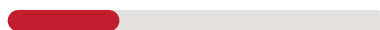


### ALMOKHTABAR BRANCHES



30%

Of Al Mokhtabar Branches  
Achieved **NPS > 90%**



62%

Of Al Mokhtabar Branches  
Achieved **80%>NPS>90%**



8%

Of Al Mokhtabar Branches  
Achieved **NPS < 80%**





While these reasons were listed with varying frequencies, they were all mentioned as causes of dissatisfaction among customers. In a primary attempt to resolve these issues, IDH provided training on House Call Etiquette. This training, conducted in a physical setting with an average duration of 4 hours per employee and attended by a total of 200 employees, aimed to address the customer dissatisfaction problems identified at AlMokhtabar and Alborg branches. By equipping employees with the necessary knowledge and skills, the training focused on improving customer communication, professionalism, and adherence to proper procedures during house visits.

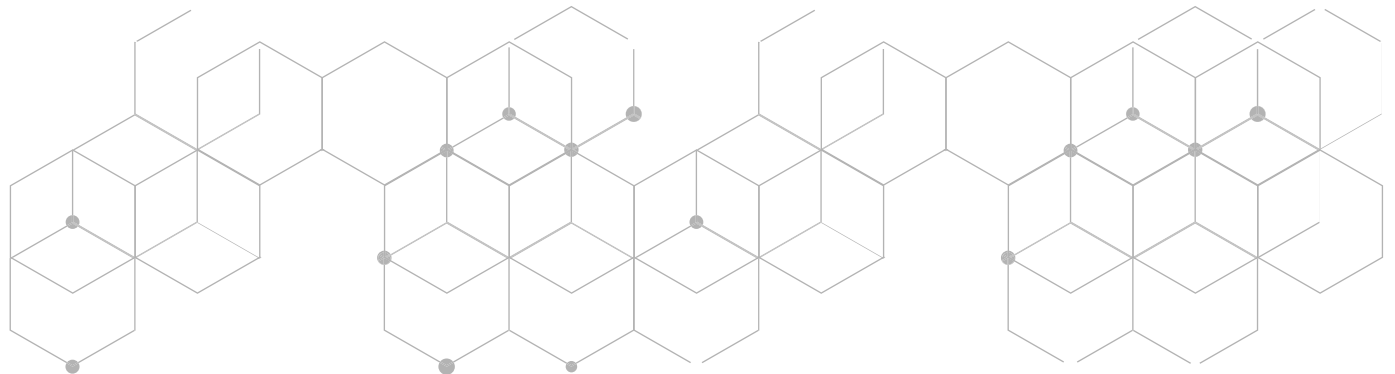
The customer-centric approach adopted by IDH has also covered registering and handling complaints. The organisation identified the root causes of complaints and proactively re-engineered processes to ensure customer satisfaction. With thorough root cause analysis and implementing preventive measures, IDH aimed to address issues at their source and prevent their recurrence. By prioritising customer centricity, IDH aimed to not only address individual complaints but also improve overall service delivery and customer experience.

## 2.3 Responsible Suppliers

We put customers at the center of their every interaction with IDH, be it a single test or a lasting relationship. We believe all customers deserve to be treated with dignity and respect and provided with all the necessary support throughout their healthcare journey. We strive to create a resilient, diverse, and responsible supply chain.



Priority Area	Target
 <p><b>SUSTAINABLE PROCUREMENT</b></p>	<ul style="list-style-type: none"> <li>• Adopt sustainable procurement guidelines by 2024</li> <li>• Launch Sustainable Vendor database by 2025</li> <li>• Advance our commitment with local diagnostic service suppliers by extending guidance and support to meet international sustainability standards, building on existing IFC criteria screenings initiated prior to 2023.</li> </ul>
 <p><b>SUPPLY CHAIN DUE DILIGENCE</b></p>	<ul style="list-style-type: none"> <li>• Building on the groundwork laid, we will further the adoption of minimum ESG criteria for our suppliers by 2024, aligning existing IFC criteria screening system.</li> <li>• Progressing from our current supplier screenings, we aim for all suppliers to align with IDH's established minimum ESG criteria by 2025.</li> <li>• Certify that 100% of newly contracted direct material spends are linked to contracts that incorporate social and environmental responsibility requirements</li> </ul>







## SUPPLY CHAIN MANAGEMENT

IDH acknowledges that its supply chain plays a crucial role in the continuity and sustainability of its business. Therefore, the company strives to establish transparent and long-lasting relationships with responsible suppliers. To evaluate the performance of the Supply Chain department, IDH utilised several mechanisms. This includes reviewing status sheets weekly and holding bi-annual supplier business reviews with its three main suppliers, namely Roche, Siemens, and Sysmex.

SIEMENS



In terms of suppliers, IDH had 323 suppliers approximately in 2022, 99% of which were local suppliers. Among these suppliers, three main suppliers, Roche, Siemens, and Sysmex, were under contractual agreements, while the remaining 320 suppliers had long-term partnerships with IDH. The company spent a total of EGP 934 mn on purchasing from suppliers in 2022, covering various categories such as medical equipment, medicines, and nursing materials. Additionally, indirect expenses, primarily related to Human Resources, Information and Communication Technology, Logistics, Marketing, and Security, were accounted for separately.

The Supply Chain department identified several risks related to critical materials, including supply delays due to long lead times for clearance processes and fluctuations in

currency rates. To mitigate these risks, IDH implements the stock keeping policy that includes coverage to avoid market fluctuations. It also plans to issue early orders to ensure timely delivery, with consideration of expected expiry dates. Furthermore, during 2022, IDH made several policy updates to optimise its operations. These updates included revising the policy of receiving goods at the warehouse to optimise time and space utilisation, and streamline processes of shipping goods to Mega, B-Labs, and C-Labs, enhancing the efficiency of the warehouse management system.

Read more on IDH's Supply Chain risk and its mitigation measures in the [Annual Report 2022](#)

In line with its commitment to growth and expansion, IDH welcomed 44 new C-labs, which further strengthened its network and capabilities. These C-labs are expected to contribute to the company's overall operations and enhance its service offerings. Additionally, IDH opened two new radiology centres, allowing for improved access to diagnostic services and supporting the healthcare needs of the community.

With its focus on establishing transparent and sustainable supplier relationships, IDH continues to prioritise the importance of its supply chain in driving the success and continuity of its business. By upholding human rights, implementing rigorous supplier assessments, recognizing outstanding performance, and promoting environmental, social, and governance practices, IDH strives to create a responsible and resilient supply chain ecosystem.



323

Suppliers (Long-term and contractual)



97%

Located in Cairo

## SUPPLY CHAIN TRANSPARENCY AND TRACEABILITY

IDH believes it is essential to have a clear understanding of its suppliers' geographic locations and lines of business to ensure ethical and sustainable sourcing practices. We work closely with suppliers to ensure that our supply chain is transparent and that we can trace the origin of our products and materials. We believe that this level of transparency is critical for maintaining high ethical and sustainability standards through our operations.

IDH is taking steps to enhance the traceability of its supply chain by incorporating provisions related to human rights, occupational health, and safety standards in all agreements and contracts, supported by Anti-corruption, Sustainability, and Citizenship annexes. Within the supplier assessment framework, the Supplier Classification Questionnaire (QCF) serves as a critical post evaluation instrument for performance analysis. This tool enables a comprehensive evaluation of supplier, assessing their potential risk and influence on IDH. Utilizing the QCF provides an in-depth understanding of a supplier's capabilities and implications, thereby driving informed decision-making prior to the initiation of any contractual agreements.

## ENVIRONMENTAL AND SOCIAL SUPPLIER ASSESSMENT

IDH chooses its suppliers with utmost care to ensure the quality and reliability of its services. The company employs a number of assessment criteria that cover various aspects including factory cleanliness and hygiene, guaranteeing a safe and sanitary environment for production. It also evaluates

the capacity of machines and equipment to ensure efficient and timely delivery of products. Certificates obtained by suppliers are assessed to verify their compliance with industry standards and regulations. IDH assesses suppliers' adherence to safety protocols to protect the well-being of workers and prevent accidents. In addition, IDH also assesses the issue of underage employment, ensuring that suppliers do not engage in any form of child labour. The assessment extends to evaluating the current customers of suppliers, providing insight into their reputation and ability to deliver quality products and services. Finally, IDH assesses suppliers' commitment to employee rights, ensuring fair treatment, proper working conditions, and adherence to labour laws.

## LOCALISING OUR SUPPLY CHAIN

IDH has been working on localising its supply chain and implementing a central buying model in Egypt. By establishing this model, the company has consolidated its purchasing activities, streamlined the procurement process, and optimised its efficiency. This centralised approach enables IDH to leverage its purchasing power, negotiate favourable terms with suppliers, and ensure consistent quality and timely delivery of materials and products. This approach fosters closer collaboration with local suppliers, allowing IDH to promote sustainable practices, such as reducing packaging waste and implementing eco-friendly manufacturing processes. Furthermore, by working closely with local suppliers, IDH strengthens relationships, promotes sustainability, lowers its GHG emissions, and contributes to the growth and stability of the local economy.

## BIOLAB SUPPLY CHAIN MANAGEMENT

Biolab has established strong relationships with various downstream entities in the healthcare industry. Medical clinics and hospitals rely on Biolab's testing services to diagnose and monitor patients, while diagnostic centres utilise the company's analysis services for specialised medical tests. Research institutions collaborate with Biolab for research studies and clinical trials. Healthcare providers outsource laboratory testing for their patients to Biolab, and pharmaceutical companies rely on the company's testing services for drug development and quality control. Biolab's comprehensive range of services cater to the diverse needs of these downstream entities, fostering collaboration and advancing the healthcare sector's overall outcomes.

In 2022, Biolab had 100 suppliers, 90% of which are local (in Jordan), with 20 and 80 suppliers being Tier 1 and Tier 2 suppliers, respectively. Furthermore, Biolab has successfully enhanced expiration management processes to minimise the ownership of expired inventory. Through improved tracking and monitoring, the company achieved an accuracy rate of 98% in expiration tracking. Moreover, it has been working on reducing emergency ordering and optimising stocks in ways that enhance operational efficiency during 2022. Biolab focuses on diversifying its suppliers and sources to mitigate risks associated with relying on a single supplier, by establishing long-term contracts to ensure a stable supply of materials. Additionally, Biolab proactively monitors market trends, technology advancements, and regulatory changes to adapt its sourcing strategies. It also explores material substitutions to reduce dependence on materials with fluctuating availability.

## THE DEVELOPING SUPPLIERS PROGRAM: COLLABORATING TO RAISE SUPPLIER QUALITY

IDH's Developing Suppliers Program is dedicated to supporting and empowering local suppliers to enhance the quality of their products. The program is designed to ensure that suppliers meet IDH's stringent quality criteria, enabling them to become eligible for procurement by IDH. The program focuses on providing assistance and guidance to suppliers to develop their laboratories and improve their health and safety measures. IDH also provides support and guidance to suppliers in implementing and maintaining proper hygiene standards to ensure the safety and well-being of customers and employees. Additionally, IDH carefully selects suppliers to ensure the procurement of superior-quality products.

## UNLEASHING LOCAL POTENTIAL: SUPPORTING LOCAL SUPPLIERS TO ACHIEVE INTERNATIONAL STANDARDS

As part of IDH's Developing Supplier Program, a collaboration was established with Thequa, an Egyptian laboratory devices company located in 10th of Ramadan, and I-VAC company, located in Assiut, Egypt. IDH conducted a comprehensive assessment of Thequa's operational performance and product quality to determine their suitability as a supplier for IDH. Through a concerted effort, Thequa successfully improved their production quality and standards to align with IDH's requirements. As a result, IDH was able to procure vacutainers (blood collection tubes) from Thequa, ensuring the availability of high-quality products for its healthcare services. This collaboration exemplifies IDH's commitment to fostering partnerships with local suppliers and promoting continuous improvement in the overall quality of its supply chain.

Through the successful implementation of the Developing Suppliers Program, IDH has successfully transitioned to locally sourcing 70% of its vacutainers supply. Previously, the company relied on imports.

### 70%

Of our vacutainers supply is now locally sourced  
(From 100% imported supply in 2020-2021 to 70% local supply in 2022)

## ADVANCING WAREHOUSES AUTOMATION

In response to the challenges faced due to expansion, IDH in Egypt has made significant improvements to its warehousing procedures over the past two years. As a result, the company now owns four warehouses, with three in 6th of October and one in Tanta. These warehouses provide ample space to store all the necessary raw materials used across IDH branches in Egypt.

To enhance efficiency, all four warehouses are equipped with a warehouse management system (WMS), that helps in improving operations and streamlining processes. Additionally, the implementation of automation, in addition to integrating a barcoding system has enhanced traceability and inventory management. Moreover, IDH has leveraged IoT technology to monitor freezers and refrigerators, ensuring optimal conditions for storage. Regular calibration of equipment is conducted on a monthly basis, guaranteeing that reading reliability is maintained. Through these initiatives, IDH has optimised its warehousing operations, enabled effective management of inventory, and ensured the availability of essential resources for its branches.



# LIVEABLE PLANET

We realise that operating without influencing nature is impossible, and we want to prevent negative impacts and reverse previous damage whenever possible, while contributing to protecting and restoring ecosystems.

## MATERIAL TOPICS



Climate Action



Circular  
Economy



Replenishing  
Water

## CAPITALS



Financial



Manufactured



Intellectual





# 3.1

## Climate Action

At IDH, we realise that climate and people are tightly linked. Therefore, we also contribute to a healthier society by protecting our climate. Our action on climate covers mitigation and adaptation measures, as well as energy and mobility needs.



### Priority Area

### Target



#### CLIMATE RISK MANAGEMENT

- Incorporate climate-related risks into IDH's risk management system by 2025
- Set up climate risk and opportunities assessment by 2025
- 100% sites covered by adaptation, disaster risk reduction and emergency response plan by 2027



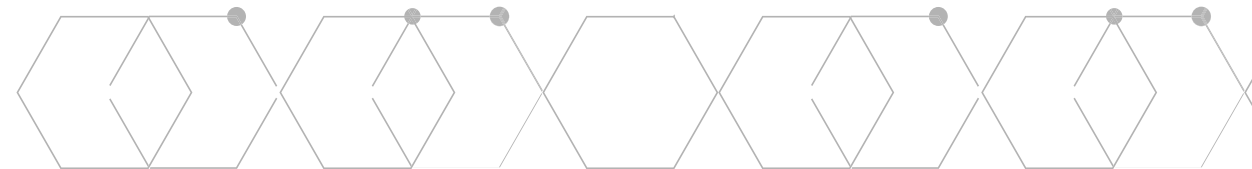
#### IMPACT ON CLIMATE

- Mainstream GHG emissions accounting and monitoring
- Publish Climate Report (includes Carbon Footprint and TCFD disclosure) Starting 2022
- Adopted, starting 2023, science-based climate targets for Scope 1, 2 & 3 GHG emissions and develop decarbonisation roadmap by 2050
- Committed to mapping our GHG emissions footprint, where we began with Cairo headquarters, Mega Lab, and a representative sample of IDH's branches in 2023, aiming to include all branches by 2024 and comprehensive Scope 3 emissions by 2025.



#### ENERGY & MOBILITY

- 100% of sites covered by energy management system by 2028
- Transition to more energy-efficient fleet solutions to enhance sustainability in transportation by 2030
- Increase the use of energy-saving options across operations to reduce environmental impact by 2030



## CLIMATE CHANGE GOVERNANCE

IDH recognises the urgent need to address climate change and has been taking long strides in implementing comprehensive climate change management to mitigate its environmental impact and build resilience to climate-related risks. Climate Change forms one of the sub-pillars of IDH's Sustainability Strategy for the years 2023–2030, where the following actions and targets have been put in place:



Building a comprehensive impact/risk assessment mechanism and adopting a climate scenario



Developing a Decarbonisation Plan with clear and feasible carbon reduction targets that are consistent with the climate risk assessment results



Developing and adopting a corporate-wide GHG data management system

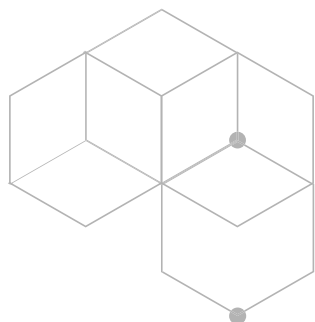
Adoption and implementation of the strategy is expected to start by the end of 2024 and further reporting will be made on progress in our 2023 Annual Report.

[Read more on IDH's Sustainability Strategy under Approach to Sustainability](#)



An ESG Committee (Sustainability Steering Committee) on the top management level is being formulated. The committee will be appointed by the CEO and Board and will comprise representatives from key stakeholder groups. The members of the Steering Committee will be chosen based on their expertise, experience, and ability to provide governance guidance and oversight on sustainability. Roles and responsibilities will be clearly assigned. The committee will oversee the Group’s approach to managing climate-related risks and opportunities. It will provide strategic guidance and oversight on IDH’s sustainability and impact initiatives, including the development and implementation of IDH’s sector programmes and landscape initiatives. The committee will also review and approve IDH’s annual sustainability report, which provides an overview of the organisation’s progress on key sustainability metrics and initiatives.

On the Board of Directors level, the Audit Committee will oversee and obtain regular updates about climate change related issues from the aforementioned management Steering Committee. The main topics of discussion will revolve around the progress made against achieving the ESG Strategy’s targets and action plans, including an update on climate-related risks and opportunities.



## CLIMATE CHANGE RISK MANAGEMENT & STRATEGY

Overall, the Board of Directors and management have deemed that the risks and opportunities relating to climate change are not significant, specifically those arising in the short-to-medium term. This is on the basis that IDH is a service-related business operating in the healthcare sector. The main suppliers of our equipment are blue-chip multinational companies. IDH’s operations are not energy nor water intensive, with around 2% of total cost of operations spent on energy and water consumption, making it less susceptible to climate risks in terms of energy and water supply.

In order to tackle policy and reputational risks, IDH has taken actions relating to strategy development, sustainability reporting, and GHG quantification and has put appropriate actions in place, to develop practical and feasible decarbonisation plans.

### RISKS:

The transition and physical risks associated with climate change have been initially identified and qualitatively assessed. The following represent the initially identified risks in the short, medium, and long terms.

### TRANSITION RISKS:

The expected increase in electricity tariffs and fuel prices, and therefore the increase in the expenses associated with energy consumption, represents the most relevant potential

transition risk to IDH over the short term. The expenses associated with energy consumption and operational costs in general are expected to increase. It is also expected that the tariff increase will be gradually introduced to the Egyptian market, thus allowing sufficient time for impact mitigation to take place. Changes in policies were the second identified short term transition risk. The climate-related disclosure requirements, and accordingly the performance and progress towards climate targets, including enhanced emissions-reporting obligations, are becoming increasingly significant. In this regard, IDH has started to take multiple steps, including the ESG Committee initiative, sustainability reporting, GHG accounting, and decarbonisation. By the end of 2024, the Group will have a data management and sustainability (and climate) reporting system in place.

In the medium term, reputational risks will eventually arise if appropriate actions are not taken. However, this will be mainly affected by the overall ESG performance of the Group. Since IDH has already started to put a strategy and an action plan in place and is planning to allocate more sufficient and qualified human resources.

### PHYSICAL RISKS:

Among the medium term identified physical risks is the effect of water scarcity on operation processes. Long term risks, such as rising sea levels in more susceptible coastal cities that include Alexandria and Delta and a possible reduction / suspension of physical activities due to extreme precipitation events (storm and flooding), are of high significance and will necessitate a mitigation action plan to be put in place.



## OPPORTUNITIES:

Resource efficiency and access to new markets have been identified as the two main climate-related opportunities for IDH.

As described above, the short term identified risks and opportunities were found to be of low significance (with negligible residual impacts after applying the planned mitigation measures). Starting 2024 and following the full integration of the ESG strategy, the ESG / sustainability steering committee will be routinely revisiting the initially identified climate risks and reassessing their impact on quarterly basis, taking the appropriate mitigation actions when they become of significant impact.

IDH does not expect a significant change to its strategy as a result of the initially identified transition climate risks. However, regarding the long-term risks, mostly physical ones, IDH is well aware of the necessity to develop new strategic actions. These will be based on climate scenario analysis, which will be done by 2025 and reported on in 2026, in order to understand the impacts of climate-related physical risks on IDH's businesses, strategies, and financial performance more clearly.

During 2022, IDH identified 13 risks in its Enterprise Risk Management registry, of which climate change was identified as a potential risk.

[Read more under Enterprise Risk Management](#)

Going forward, as part of IDH's new strategy and policy, processes will be implemented to manage climate-related

risks and will be integrated into our business-as-usual processes. This will include the below four areas:

1. Electricity
2. Policies
3. Water
4. Supply chain

The processes for identifying, assessing, and managing climate-related risks are yet to be integrated into the organisation's overall risk management system, which is expected to be completed by the end of 2024.

## CARBON METRICS AND TARGETS

IDH's Sustainability Strategy focuses on several measures to be taken into consideration, starting 2023. IDH prioritises mainstreaming greenhouse gas (GHG) emissions accounting and monitoring across its operations to gain a comprehensive understanding of its carbon footprint. Moreover, IDH aims to adopt science-based climate targets for all scopes of GHG emissions (Scope 1, 2, and 3) and develop a roadmap for decarbonisation, aiming to achieve Net Zero emissions by 2050. Through these measures, IDH strives to demonstrate leadership in addressing climate change and contribute to a sustainable future.

In line with its aforementioned goals, and as a stepping stone in its journey of achieving its 2023-2030 strategy goals, IDH has collaborated across its operations to identify GHG sources and calculate Scope 1, 2 and 3 emissions.

## INVENTORY BOUNDARIES

### ORGANISATIONAL BOUNDARIES

<b>1</b>	<b>1</b>	<b>514</b>
Headquarters in Cairo	Mega Lab - Egypt	Representative facilities in Egypt

In 2023, the Group started to quantify its GHG emissions (Scope 1, 2 and 3) for the year 2022 starting with its Cairo headquarters, the Mega Lab, and a representative sample of its branches. This is set to expand and cover all branches of IDH in four countries by 2024, then include all main categories of Scope 3 by 2025. Besides finding an initial estimate for the business' emissions, the main aim of the 2022 emission inventory is to begin developing the Group's decarbonisation plan and set a comprehensive data collection system to enable an accurate quantification of emissions through 2023.





OPERATIONAL BOUNDARIES & REPORTING PERIOD

The operational boundaries determine the scope of emissions considered in calculations and the classification of these emissions as either direct or indirect. This classification has an impact on emissions reporting standards. The GHG Protocol classifies emissions into three distinct categories:

1. **Scope 1** accounts for all direct emissions from sources that the reporting company owns or controls, including facilities and company vehicles.
2. **Scope 2** includes all indirect emissions from energy generation purchased by the reporting company, such as purchased electricity, and cooling.
3. **Scope 3** covers all other indirect emissions that are not included in Scope 2 and are not owned or controlled by the reporting company. Which covers significant indirect emissions from other activities including but not limited to the following; purchased goods and services, employee commuting, business travel, waste generated in operations and the transportation and distribution activities.

In 2023, IDH calculated its Scope 1, 2 and 3 emissions for its operations, covering from January 1, 2022, to December 31, 2022. Marking the first carbon footprint assessment for IDH, the year 2022 will serve as the baseline base year for future Scope 1, 2 and 3 assessments and comparisons.

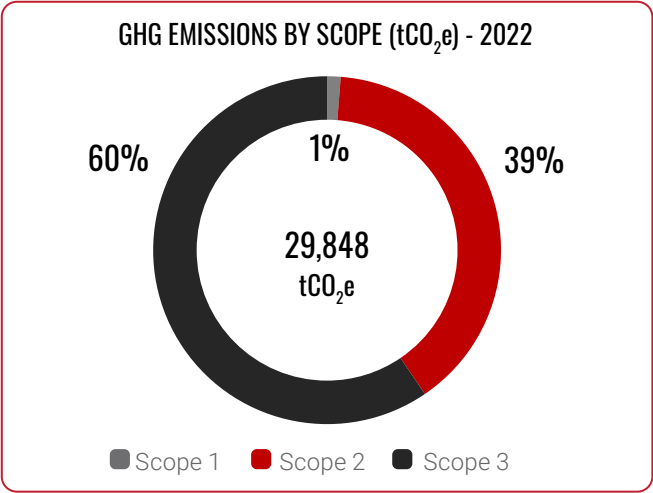
GHG ASSESSMENT RESULTS

During the year 2022, IDH's operations resulted in a total of 29,848 tCO<sub>2</sub>e emissions. Analysis of these emissions reveals that Scope 1 accounted for only 1% of the total emissions, equivalent to 374 tCO<sub>2</sub>e. Scope 2 emissions constituted a significant portion, contributing 39% of the total emissions, amounting to 11,712 tCO<sub>2</sub>e. Notably, the largest share of emissions was attributed to Scope 3, representing 60% of the total emissions, with a cumulative amount of 17,763 tCO<sub>2</sub>e. This breakdown indicates that Scope 3 emissions had the greatest impact, followed by Scope 2, while Scope 1 activities had the least significant emissions among IDH's operations.

The carbon intensity refers to the rate of carbon emissions in tCO<sub>2</sub>e over a specific period, relative to a relevant measure of activity. It's important to note that reported values of direct and indirect carbon emissions do not necessarily indicate an organization's efficiency in resource consumption. Metrics based on carbon intensity provide insights into an organization's resource utilization efficiency by assessing whether the emissions per unit of output have decreased or remained the same compared to previous years.



In this reporting period, IDH had an emission intensity of 4.18 tCO<sub>2</sub>e/**Million EGP** revenue and 0.37 tCO<sub>2</sub>e/**thousand** samples taken (Scope 1 + 2 emissions only). These figures provide a measure of the carbon emissions associated with IDH's revenue generation and sample processing activities, respectively.



IDH CARBON INTENSITY (Scope 1 & 2 only)

0.37

tCO<sub>2</sub>e/ thousand sample taken

4.18

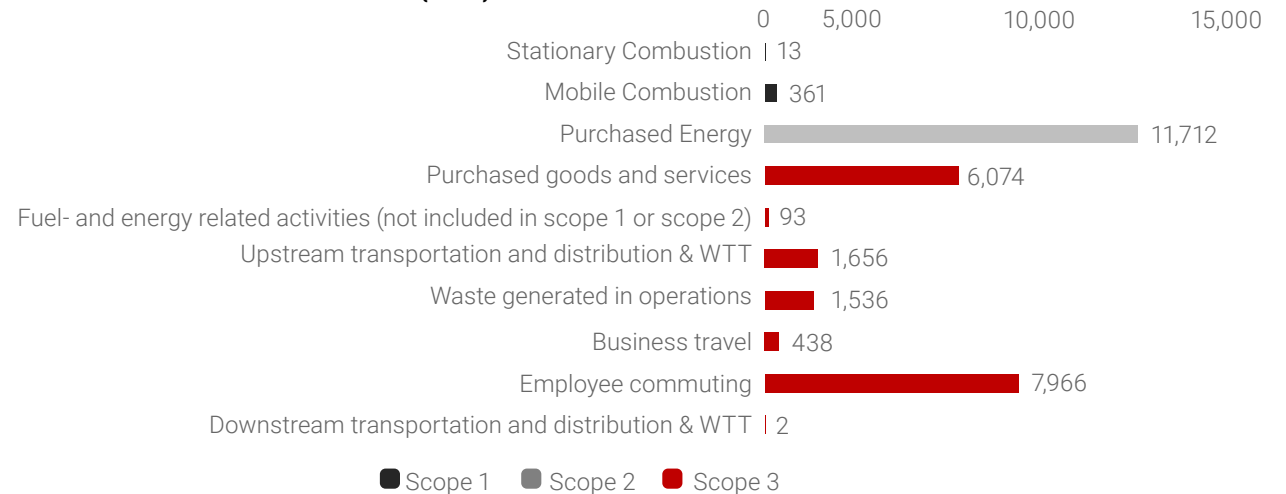
tCO<sub>2</sub>e/ million EGP revenue

## GHG ASSESSMENT RESULTS

The chart presented below offers a comprehensive breakdown of emissions associated with each activity within IDH's operational boundaries. It elucidates the significant contributors to the combined emissions from Scope 1, Scope 2, and Scope 3 sources. Notably, electricity consumption emerged as the highest-emitting activity, responsible for 40% of the total emissions. Following closely, commuting by employees in vehicles not owned or controlled by IDH accounted for 27% of the emissions. The third-highest emitting activity was the procurement of goods and services, including the purchase of various products, equipment, and tools essential for the business, as well as water consumption and other associated activities, representing a share of 20%.

This comprehensive breakdown of emissions is of utmost importance as it enables the identification of primary emission sources. It serves as a foundation for strategic planning aimed at reducing emissions, fostering sustainability, and diminishing IDH's overall carbon footprint. By addressing these key activities, IDH can implement targeted initiatives to mitigate emissions in the areas that contribute most significantly to its environmental impact.

### GHG EMISSIONS BY ACTIVITY AND SCOPE (tCO<sub>2</sub>e) - 2022



## ENERGY MANAGEMENT

IDH aligns its energy management practices with the ISO 50001 energy management guidelines to effectively manage its energy usage and promote sustainable utilisation. IDH's energy consumption sources include electricity, chilled water (specific to the headquarters building), diesel (used by four trucks that transport to and from warehouses, waste management, and generators), in addition to petrol (for owned cars). Moreover, IDH is exploring the possibility of installing solar photovoltaic panel systems at its headquarters in the coming years to harness renewable energy and further reduce reliance on conventional sources.

## BUILDING MANAGEMENT SYSTEM

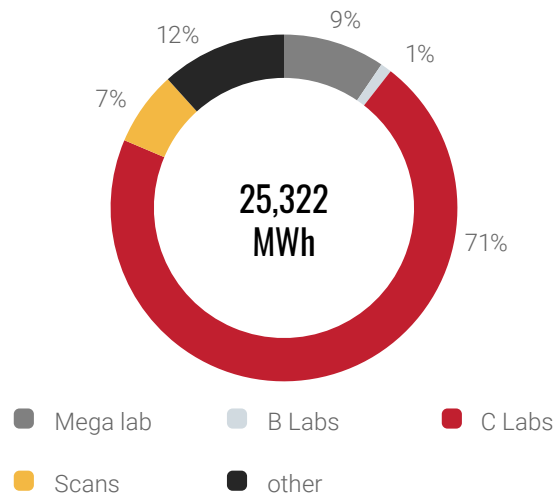
In 2022, IDH has implemented a Building Management System (BMS) in its headquarters and the Mega Lab. This system focuses on energy and resource management, specifically targeting HVAC (Heating, Ventilation, and Air Conditioning) and lighting systems. Through the BMS, schedules have been set to control the operation of these systems. For example, the HVAC system is programmed to shut down at 5 PM, and the thermostat is adjusted to maintain an optimum temperature to optimise energy consumption. Control panels have also been installed in the branches as part of IDH's expansion strategy, with a set goal of equipping 10 branches each year. These panels enable efficient energy management and consumption control.

## ENERGY SAVING MEASURES

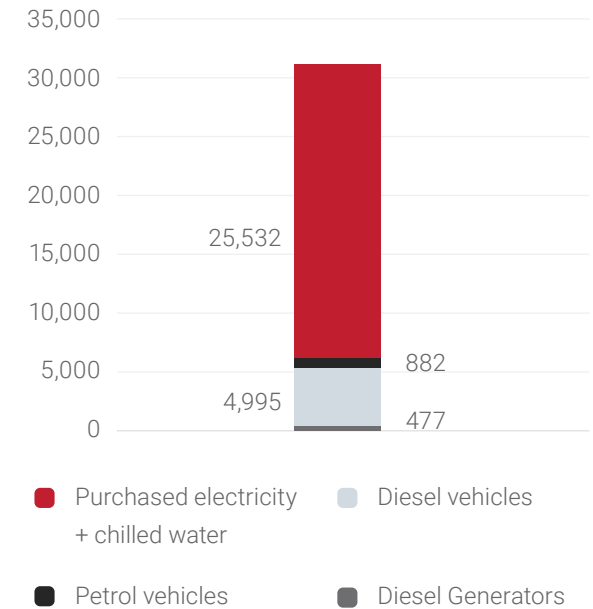
In 2022, IDH implemented a chilled water bypass system at its headquarters. This system monitors the temperature of water to optimise its usage and minimise the need for additional chilled water from the station. Another energy-saving initiative at the headquarters is the installation of sun shields on the windows. This measure helps in reducing the load on the HVAC system by blocking excessive sunlight and thus reducing the need for air conditioning.

## ELECTRICITY CONSUMPTION

ELECTRICITY CONSUMPTION BY FACILITY (MWh), 2022



ENERGY CONSUMPTION BY SOURCE (MWh), 2022



Additionally, IDH has started the implementation of a fleet of fuel-efficient vehicles for its house-call agents. These vehicles are equipped with the latest energy-efficient technologies, with the oldest vehicle being a 2021 model. This ensures reduced fuel consumption and lower emissions. In addition to conducting regular maintenance practices, IDH ensures the tracking of distances moved by its cars. To facilitate this, all company vehicles are equipped with GPS systems. This enables effective monitoring and management of vehicle movements, contributing to improved operational efficiency and logistics planning.

# 3.2

## Circular Economy

IDH operates in a sector that indispensably generates significant amounts of waste that are hard to recycle or recover. This is why we are particularly committed to innovation for lower waste generation and safe handling of hazardous waste. We believe everything we use should be sourced responsibly and handled safely, while any unnecessary use should be prevented, and the rest should be continuously optimised.



### Priority Area

### Target



#### EQUIPMENT

- Ensure all newly acquired equipment meets eco-friendly criteria, leveraging our relationships with major suppliers like Sysmex, Siemens, and Roche, who are proactive in embracing sustainability standards by 2026
- Continue the practice of directing all old equipment towards reuse or recycling, ensuring a sustainable lifecycle management by 2027



#### PACKAGING

- 100% recyclable or reusable packaging across value chain by 2030
- Eliminate 100% of unnecessary/excessive packaging by 2030



#### MATERIALS AND PRODUCTS

- Continue adopting and revising the comprehensive guidelines for prioritising safer and more sustainable chemicals, materials and products by 2030
- 90% zero waste on all preventable waste categories by 2030
- Annually maintain a formalized waste management system to ensure that all non-preventable waste, including hazardous, laboratory, and medical biowaste, is treated responsibly.



## WASTE MANAGEMENT

As a pioneer in the field of diagnostics, IDH has established itself as a leader with its certified Integrated Management System. Compliant with ISO 14001:2015 (Environmental Management) standards, IDH demonstrates its unwavering commitment to excellence, environmental responsibility, and the continual enhancement of operational procedures. Waste is considered as a priority environmental topic for IDH, due to the volume and different types of waste generated by the Company. Common waste is generated by all areas of the Group, and biological waste is generated mainly in the sample collection and examination processing areas.

## WASTE MANAGEMENT SYSTEM

IDH has made significant improvements in waste management practices to address challenges. A comprehensive system has been implemented to quantify and digitally track waste generation, ensuring better vision over the process. This includes capturing evidence such as photographs and bills to support waste management records. Emphasis is placed on proper disposal, and personnel at branches are required to provide evidence to verify appropriate waste disposal. These measures require reporting on the total amount of waste generated, as well as details on storage, collection, and disposal methods. Additionally, a specific schedule has been implemented for the collection of medical waste, primarily aimed at achieving cost savings while maintaining effective waste management practices.

A waste management policy and monitoring system have been adopted by all branches throughout Egypt. IDH adopts a traditional strategy for managing laboratory waste by “maximising safety and minimising environmental impact”. This is in addition to its governing principle requiring prudent handling of laboratory waste, that means no activity should begin unless a plan for the disposal of non-hazardous and hazardous waste is formulated.



HAZARDOUS AND BIOWASTE MANAGEMENT

IDH complies with national laws which mandate the disposal of hazardous wastes and biowaste in incinerators through certified outsourced companies that are licensed to operate and authorised by the Ministry of Health and Ministry of Environment. Pathology samples also undertake the same process but are handled through other outsourced licensed companies. Sanitary cemeteries (incinerators) are located outside the boundaries of the populated areas, with distances of no less than 200 km as a minimum, in cooperation with approved contractors from abroad.

HOUSE-CALLS WASTE PROTOCOL

According to IDH’s Waste Management Protocol, its house-calls follow the same waste management measures followed by branches, where chemists are trained for infection control, waste handling, and disposal of solid and hazardous wastes. Waste is collected by the chemist and disposed into dedicated waste containers (based on type) and confined into his/her home-visit kits, then disposed into the dedicated waste containers at the designated waste room of the branch.

OUR SUSTAINABLE PRACTICES ACHIEVEMENTS

Through the implementation of an effective waste management system and the establishment of standard operating procedures (SOPs), IDH has made significant progress in waste reduction. In 2021, a total of 1,413 tons of medical waste was generated. However, in 2022, as a

result of the monitoring system and the implementation of SOPs that include waste quantification, IDH achieved a 1% reduction in waste generation in line with the expansion of the Group's branch network, generating 1,398 tons of waste. The monitoring system has created a sense of accountability among lab employees, leading to proactive efforts for waste reduction. These achievements demonstrate IDH's commitment to waste management and sustainability, as well as their ability to drive positive change in the healthcare sector. Additionally, IDH managed to replace all plastic cups used in its headquarters with paper cups.

	2021	2022	CHANGE %
WASTE GENERATED (TONS)	1,413	1,398	-1%

AMOUNT (TONS)	2021	2022	CHANGE %
HAZARDOUS MEDICAL WASTE	585	570	-3%
% incinerated	95%	95%	0%
% recycled or treated	NA	NA	-
% landfilled	5%	5%	0%
SOLID WASTE	828	828	0%

In 2022, a total of 570 tons of hazardous medical waste was generated, representing a 3% decrease from the previous year. The reduction in the amount of waste generated in 2022 compared to the previous year can be attributed to the successful implementation of a comprehensive waste management system across all branches. This

system includes various measures such as periodic waste quantification, monitoring, and efficient waste segregation practices. By establishing a waste management system, the organization was able to gain better control over waste generation and disposal processes, leading to improved waste reduction strategies. Regular quantification and monitoring allowed for better understanding of waste patterns and identification of areas where waste generation could be minimized.

SUSTAINABLE MATERIAL PROCUREMENT

IDH has demonstrated its commitment to sustainability by implementing a policy that incorporates criteria related to the environmental aspects when procuring raw materials. Under this policy, IDH evaluates the environmental impact of raw materials throughout their lifecycle, including factors such as carbon emissions, water usage, waste generation, and ecological footprint. The company prioritises sourcing materials from suppliers who adhere to recognised sustainability standards and certifications, ensuring that the materials meet specific environmental criteria. Additionally, IDH promotes the use of renewable or recycled materials, encourages the reduction of hazardous substances, and emphasises social responsibility considerations within the supply chain.

## 3.3 Replenishing Water

Water is a vital and scarce resource, particularly in the region, and we aim to use it responsibly. This includes deciding where we take water, how we use it within our operations and the quality of water we return to the environment. With significant water use reduction in the previous years, we aim to expand our efforts and directly contribute to dealing with the mounting water crisis.



### Priority Area

### Target



#### WATER SOURCING

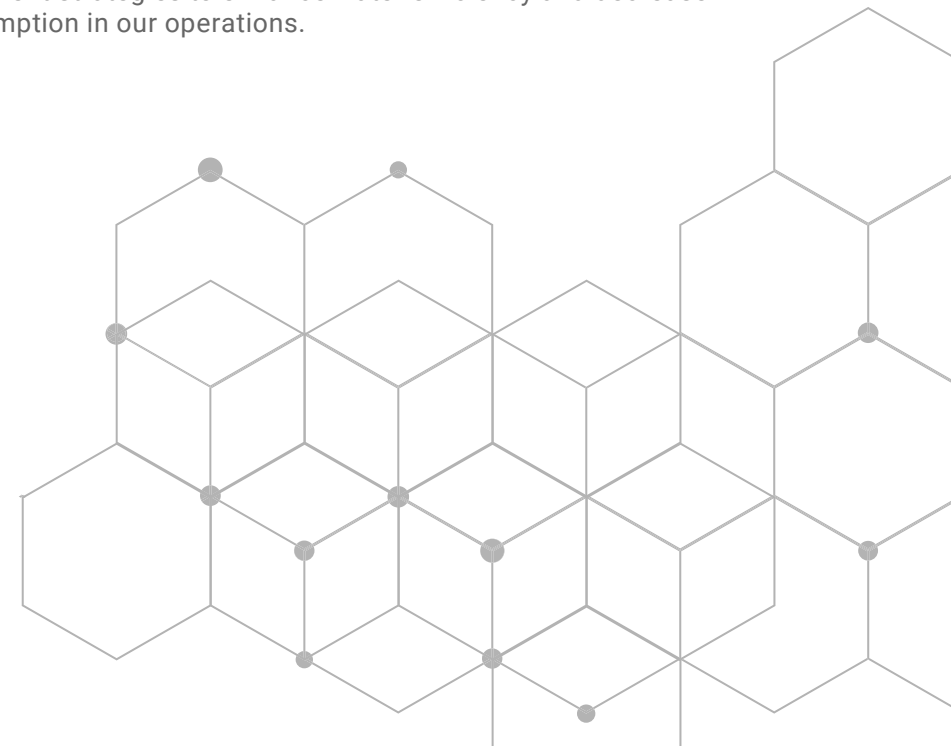
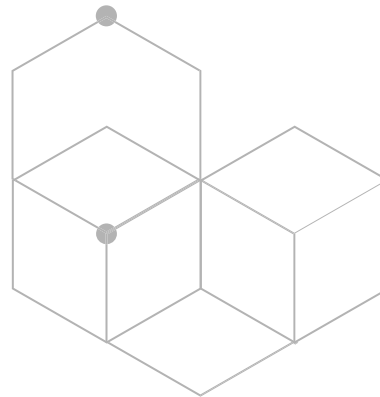
Adopt formalised water risk assessment



#### WATER MANAGEMENT

Implement Water Management System

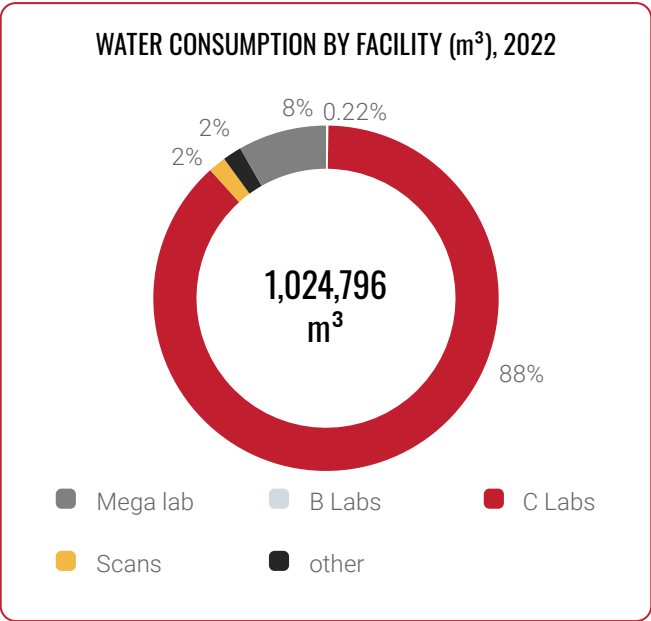
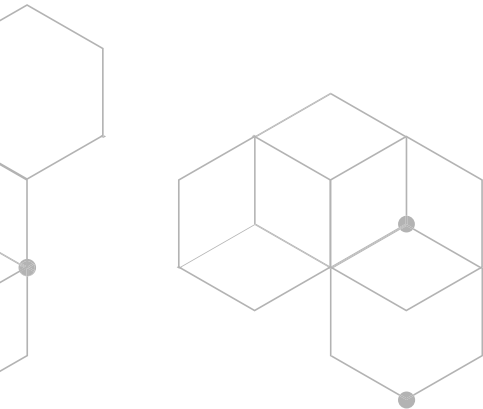
Implement strategies to enhance water efficiency and decrease consumption in our operations.



WATER AND WASTEWATER MANAGEMENT

SUSTAINABLE WATER USE

IDH is aware of how water availability shortage can disrupt its business and operations, and the Company is working on establishing policies to regulate the high-water demand. Water is withdrawn to IDH’s facilities through the public water supply network. To ensure the quality of the testing processes, water treatment is conducted to remove salts from the municipal water before it is used for testing in the Mega Lab. This treatment process ensures that the water meets the required standards and supports accurate testing. Additionally, regular maintenance of the water treatment system is carried out to ensure its optimal functioning and efficiency in removing impurities. Water management and reduction initiatives are primarily focused on domestic water usage, such as implementing water-efficient fixtures on faucets. The total withdrawn municipal water across IDH’s facilities during 2022 totalled 1,024,796 m³with an intensity indicator of 0.031 m³/sample taken.



Water consumption at IDH was primarily driven by the C Labs, accounting for a significant 88% of the total withdrawn water in 2022. Other facilities, encompassing warehouses, offices, clinics, and more, constituted 8% of the total water usage. Both scans and the Megalab had an equal share of 2% each in the water consumption breakdown. The B Labs, on the other hand, had the lowest share, amounting to less than 1% of the total water consumed. These findings highlight the substantial water usage within the C Labs, while underscoring the relatively smaller contributions from other facilities and labs. Understanding these patterns allows IDH to focus on water management strategies that target the areas with the highest consumption, ensuring efficient and sustainable water usage throughout its operations.

WASTEWATER & EFFLUENTS MANAGEMENT

IDH recognises the importance of proper wastewater management in ensuring environmental protection and compliance with regulations. As part of its commitment to responsible waste management, effluents generated from IDH's operations are treated as hazardous waste and disposed of in accordance with applicable regulations. This process involves engaging a contractor specialised in the handling and disposal of hazardous wastes, to ensure the safe and proper management of these effluents





# FLOURISHING SOCIETY

"IDH focuses on developing and implementing a career development model, finalising Competencies Framework, achieving Self-Development Dashboard, and ensuring effective performance management practices across

departments. The Company successfully achieved its goal of becoming accredited as a Top Employer in 2022, demonstrating its commitment to attracting and retaining top talents in the market."

## MATERIAL TOPICS



Health for All



Human  
Potential



Stronger  
Together

## CAPITALS



Financial



Intellectual



Human



Social & Relationship



# 4.1

## Health for All

Our business is centred around human health and well-being, and we see the issue through multiple lenses. The health of every person matters to us, be it our employee, our client or anyone else in need of timely and quality diagnostics. While our internal priorities focus on employee health, safety and well-being, our external work combines exceptional services paired with the health system transformation.



### EMPLOYEE HEALTH, SAFETY AND WELLBEING

#### Target

- Annually maintain regular surveillance audits to ensure all employees and sites continually meet the requirements of ISO 45001
- Maintain Zero Lost Time Injuries Goal
- All the employees covered by health plans and/ or enhanced preventative healthcare schemes
- 95% of employees report complete support in sustaining good health and well-being at the workplace
- Zero work-related accidents, injuries or deaths
- All employees covered by collective bargaining agreements and pension plans
- All employees covered by family support plan including parental leave, and return to work
- 90-95% employee satisfaction



### ACCESSIBLE DIAGNOSTICS AND PREVENTING DISEASES

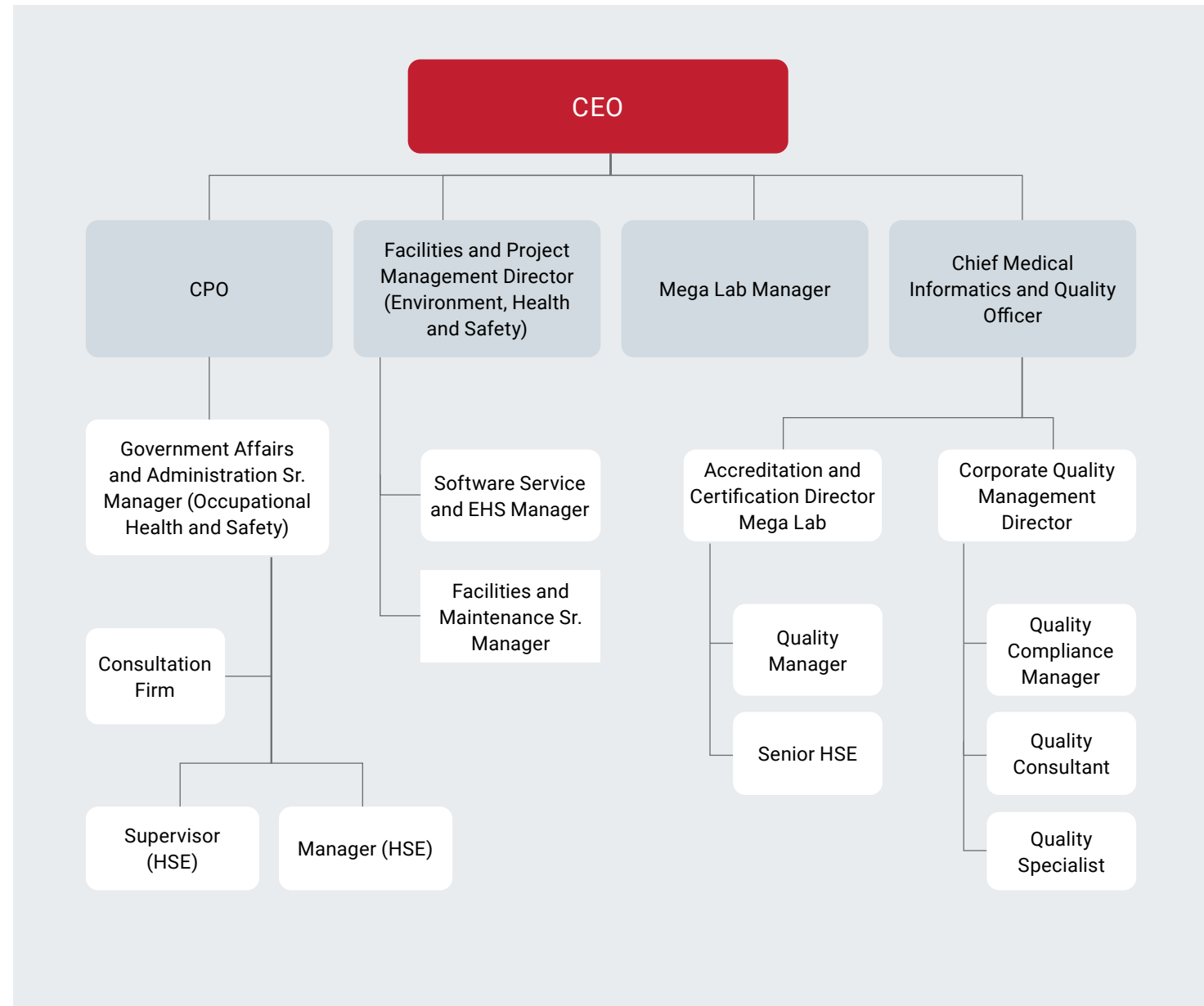
- By 2030 continue expanding access to integrated diagnostic solutions, offering affordable healthcare to underserved, diverse, and at-risk communities, including women and children.
- Continue to expand IDH's customer base outside of greater Cairo
- Continue to reach out to a broad audience with evidence-based guidelines on maintaining good health, personalizing diagnostics to individual needs, and avoiding unnecessary medicine use.
- Continue to deliver scalable, integrated solutions that contribute to the reduction of preventable health issues through diagnostics, treatment, and educational programs.
- Adopt digital solutions to help with remote diagnosis and train healthcare workers virtually



## Occupational Health and Safety<sup>6</sup>

IDH's commitment to attracting and retaining top talents in the market was demonstrated by its successful achievement of becoming a Top Employer in 2022. This achievement was built on IDH's commitment to promoting gender equality and inclusivity in the workplace, as evidenced by the prestigious EDGE Certification granted by EDGE Certified Foundation in 2021, making IDH the first healthcare company in the Middle East and North Africa region to receive this recognition.

IDH has established occupational health and safety governance structures to ensure the effective management and implementation of safety measures. This structure encompasses clear roles and responsibilities, regular safety audits and inspections, and a continuous improvement mindset.



6 While the OHS management approach encompasses IDH's global operations, the reported numbers specifically pertain to IDH operations within Egypt.

This Occupational Health and Safety management system covers all IDH employees.

Indicator	2020	2021	2022
Percentage of employees covered by the Occupational Health & Safety (OHS) system	100%	100%	100%
Number of operational sites covered by OHS	481	502	552
Percentage of sites covered by OHS	100%	100%	100%

## Assessing Work-Related Hazards

IDH is actively engaging with various stakeholders to ensure workplace safety and health. The Company covers employees, customers, clients, business partners, suppliers, shareholders, government regulators, and local communities with its efforts. To identify and assess potential work-related hazards and risks, IDH conducts routine risk assessment reports, non-routine inspections, closed-circuit television (CCTV) monitoring reports, and supervision by IDH's quality team. In 2022, IDH conducted risk assessments for all branches through an outsourced provider, aiming to reduce risk, cut costs, minimise accidents and fire hazards.

## Crisis and Disaster Management

As part of its comprehensive crisis and disaster management strategy, IDH has developed and implemented several key components. The components include the creation and implementation of an emergency plan, which outlines the necessary protocols and procedures to be followed during crisis situations. Additionally, IDH has established specific plans to address natural disasters, floods, and fires. These plans provide a framework for mitigating risks, responding effectively to emergencies, and ensuring the safety and well-being of employees, patients, and stakeholders.

## Monitoring our Compliance with H&S

IDH conducts quarterly surveys for each branch and for the main buildings, including the mega lab and IDH headquarters, to ensure that the following Health and Safety (H&S) actions are in place: implementing emergency and mitigation plans; reviewing accident reports; creating loss prevention survey reports; updating signs and signals of H&S; managing crises/disasters; and creating a safety gap analysis report.

## Health and Safety Trainings and Drills

In 2022, IDH provided a total of 150 training sessions across its branches for a total of 2,500 employees, workers, contractors, and visitors. The training sessions included First Aid/ Cardiopulmonary Resuscitation (CPR), Infection Control, basic life support, firefighting awareness. The objective of these initiatives is to equip IDH employees with the necessary knowledge and skills to respond to emergency situations effectively; prevent accidents and injuries; and ensure compliance with regulatory and government health and safety procedures.

The feedback received from participants was positive, with 98% of participants reporting that the training sessions were relevant, informative, and helpful in enhancing their understanding of Health & Safety. IDH is committed to continuing these initiatives in the future to ensure the highest level of Health & Safety for all of its stakeholders.



150

Health & Safety training sessions delivered to **2,500** attendees





## Promoting Employees' Health and Wellbeing

IDH facilitates access to non-occupational medical and healthcare services for workers. We provide financial reductions for workers affiliated with certain government ministries and offer voluntary health promotion services and programs for IDH workers and unions, such as the Advocates or Doctors Syndicates. Additionally, the department collaborates with the Egyptian Red Crescent program.

### WELLBEING PROGRAM

IDH recognises the significant impact that work-related stress and unhealthy lifestyles can have on the physical and mental wellbeing of its employees. As a result, the company has developed a comprehensive wellbeing program aimed at promoting a healthier, happier workforce. The program includes a range of initiatives and activities designed to improve employee wellbeing, including physical fitness challenges such as the Paddle Tennis Tournament, Football Tournament, Cycling Day, and IDH Runners. Additionally, IDH is currently in the process of developing and launching a mobile application that features a steps tracker, nutritional tips, and at-home exercise videos to promote healthy lifestyles both in and out of the workplace for its employees.

## Customer Health and Safety

As a health diagnostics organisation, IDH is acutely aware of the trust placed by the healthcare providers and patients in the quality of services that IDH presents. Rigorous attention to quality assurance in everyday work processes is of a critical nature. IDH's interconnected business model is designed to enforce stringent quality control measures and enhance the efficiency of diagnostic services and result delivery. This model ensures the consistent safety and reliability of IDH's services across all operations. Accreditation serves as a testament to the organisation's accountability and commitment to quality and safety, instilling trust in customers and stakeholders.



## 4.2

# Human Potential

We will invest in developing a diverse, motivated and skilled workforce ready to meet the challenges of the modern world and inspired to tread their path with us, feeling they have everything to do their best.



### Priority Area

### Target



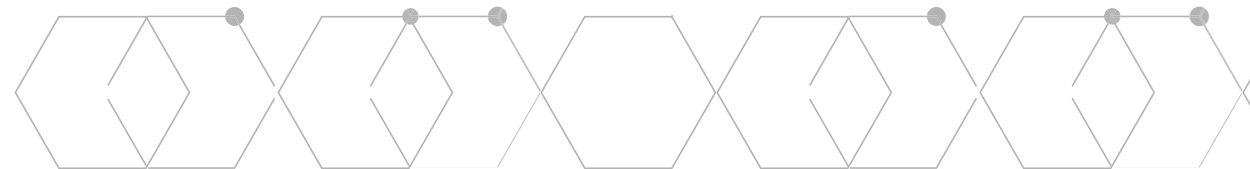
#### EDUCATION AND TRAINING

- All of the employees covered by career development plans, performance assessments and access to relevant training, annually
- Implement training programs focused on future-proof skills in the sector, including managing the full range of ESG risks by 2025
- Annually maintain or improve rates of internal succession for leadership roles



#### WORKFORCE DIVERSITY, EQUALITY AND INCLUSION

- Zero cases of workplace discrimination / 100% of cases successfully resolved, annually
- Aim for increased women representation, fostering diversity in leadership by 2028
- Annually maintain the commitment to providing all employees with decent and fair wages, upholding the principle of equal pay for equal work.
- Launch tailored program to support vulnerable and disadvantaged groups




**6,629**

Total number of employees with **38% female** representation



First healthcare company in the MENA region to obtain **EDGE certification**



Recognised as Top Employer in 2022 by the **Top Employers Institute**


**161,464**

Training hours delivered to employees

## Our Workforce

IDH's promotes and prioritises as professional, ethical, safe, and inclusive workplace that values diversity and rewards innovation. IDH's labour management is committed to upholding both governmental laws and regulations, as well as the company's own policies. This holistic approach not only safeguards employees' rights, but it also nurtures a fair and responsible working environment. Furthermore, IDH has implemented proactive measures to prioritise employee well-being. Additionally, Biolab has a separate SOP to guarantee that the recruitment and staff appointment process is done fairly and based solely on their qualifications. Additionally, it provides its employees with opportunities to work in different departments to expand their knowledge and skills, allowing them to rotate within the laboratories.

In 2022, IDH boasted a diverse and robust workforce, consisting of 6,629 talented individuals, who played integral roles across various employment categories and areas. In Egypt alone, the company employed 5,958 individuals, representing a significant 90% portion of the overall workforce. Jordan accounted for 5% of the workforce, while Nigeria demonstrated its importance with 186 employees (3%) contributing to the company's success. Sudan accounted for 2% of IDH's total workforce, comprising 142 employees.

## Employees Distribution by Region, 2022



■ Egypt

■ Jordan

■ Nigeria

■ Sudan



## Employee Engagement, Diversity, and Inclusion

IDH takes pride in being a women-led healthcare provider and firmly believes that fostering a diverse and inclusive workplace is not only a social responsibility but also a driving force behind its ultimate purpose. Therefore, IDH is dedicated to creating an inclusive environment where every staff member feels valued, respected, and embraced for their unique perspectives and contributions.

### Diversity and Inclusion



IDH has achieved a significant milestone by becoming the first healthcare provider in the Middle East and North Africa region to obtain the IFC Gender Diversity Certification "EDGE". This prestigious award signifies IDH's commitment to creating optimal workplaces with minimal, decreasing gender-related and intersectional gaps in recruitment, retention, and career advancement. To get certified, IDH went through an in-depth analysis of its policies and practices, which included a review of human resources data, in addition to an employee survey that was conducted. Moreover, a gender assessment analysis including an action plan for recommended follow-on steps, was led by an IFC team, with the final review done by an external EDGE certified auditor.

### Gender Diversity across our Worksites by Country

#### Egypt



#### Jordan



#### Nigeria



#### Sudan



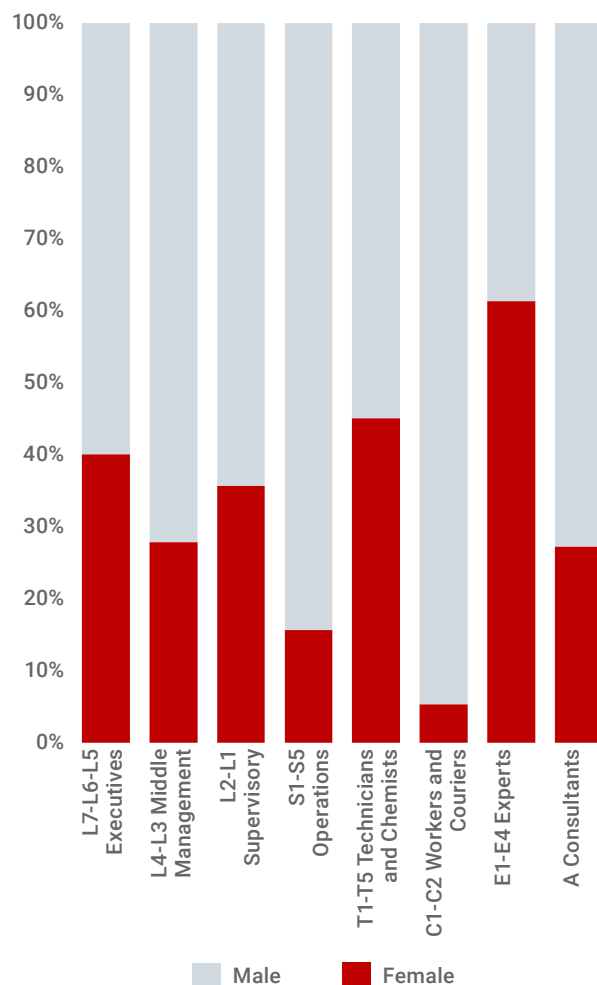


As of 2022, our Technicians and Chemists team represented the largest employment category in Egypt, comprising 39% of the total workforce, followed by the operations' employees (36%) then supervisory employees (10%). Our experts' team has the highest female representation across IDH's employment categories (61%).

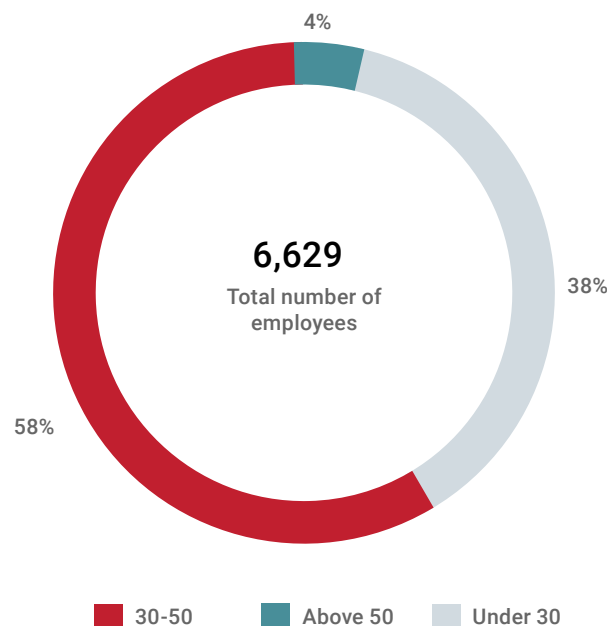
IDH recognises that the future belongs to the next generation, and hence, the company is committed to nurturing and empowering youth by providing them with the tools, resources, and opportunities to succeed and make a positive impact in the healthcare sector. In 2022, 38% of IDH's workforce is youth under 30 years.

During 2022, IDH employed 1,391 new recruits to replace vacant existing roles or to fill newly created roles. Women filled 44% of these new positions. This investment in new talent is crucial for the company's long-term success, as it ensures that IDH has a skilled and knowledgeable workforce that can adapt to changing business needs.

Gender Diveristy across Employee Categories, 2022



Employees Diversity across Age Groups,2022

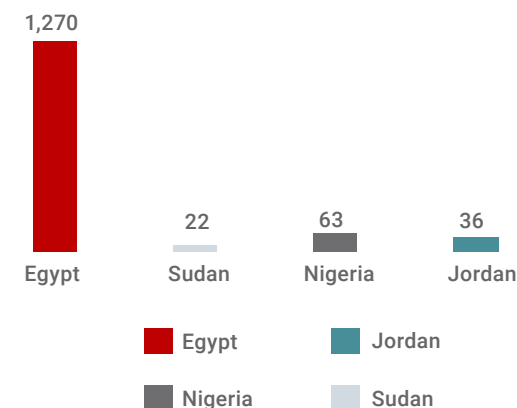


**1,391**  
Total New Hires across our offices in 2022



**44%**  
Female New Hires

New Hires by Country of Operation, 2022





## Beyond Satisfaction: Advancing Employee Engagement for Lasting Success

IDH is committed to promoting employee engagement and satisfaction by establishing a culture of continuous improvement. Its strategy focuses on the pillars of People, Process, and Transformation, which aims to enhance employee experience and upskill HR capabilities while ensuring organisational efficiency. To enhance employees' experience, IDH invested in implementing SAP SuccessFactors Employee Experience Management. This software solution enables the company to better understand the key drivers of engagement, listen to employee feedback, and proactively respond to their needs.

Moreover, IDH conducted the Core Values workshop and team-building activities in 2022 to further strengthen collaboration and teamwork among employees and align their values with those of the organisation. Moreover, IDH enhanced the medical insurance services provided to employees with improved access to healthcare benefits, reflecting the company's commitment to employee well-being. Furthermore, IDH launched the Intranet platform to centralise company updates and news, enhancing communication and transparency across the organisation.

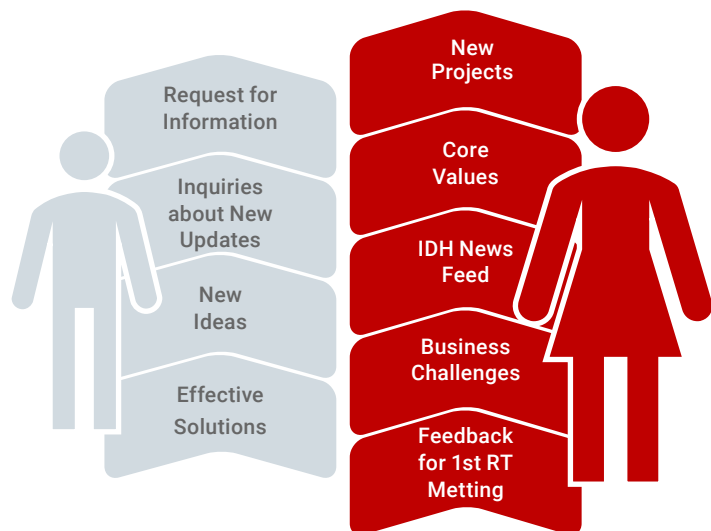
An employee engagement assessment also conducted by Biolab in 2022 revealed that 91.4% of its workers were engaged at work. The assessment showed that employees were generally engaged and satisfied with various aspects of their job, including mission and purpose; career development; work dedication; pay satisfaction; relationship with management; and work Environment.

Furthermore, Biolab has established a retention policy to facilitate the retention of competent employees who are in possession of a proven and consistent employment track record by providing monthly bonuses, nursery allowances for female employees, and a 13th monthly pay distributed to all employees at year's end.

## Engagement in Action: Realizing the Benefits of a Connected Workplace through the Intouch Program

The InTouch program has been implemented with the aim of standardising roundtable meetings across IDH Egypt, maximising their effectiveness as a key internal communication and engagement tool. This is done to develop the desired culture and positively impact the work environment. The program's objectives are to enhance two-way communication with team members; involve and engage team members at all levels; and cascade updated programs and policies to the organisation. The first phase targets C-Labs staff and B-labs staff, while the second phase targets HQ staff and the Mega lab.

The program's continuous improvement culture has five pillars: **environment, strategy, processes, people, and organisational structure**. The meeting agenda includes a set of questions covering the five Continuous Improvement Culture (CIC) dimensions tailored to fit attendees' levels, structured questions, and open discussions covering extra topics that attendees want to raise.



## Employee Professional Development and Training

IDH recognises the importance of providing comprehensive training programs to its employees to upgrade their skills and ensure their ongoing professional development. These programs cover a wide range of topics, including medical training for all positions; technical training for all job types; soft skills training for presentation, communication, and problem-solving; and leadership training for all management.



20,277

Attendees (43% female)



161,464

Training hours

In 2022, IDH delivered 161,464 training hours delivered to a total of 20,277 attendees. Of these attendees, 43% were female, demonstrating IDH's commitment to promoting gender diversity and inclusivity. These training programs were delivered both online and in-person, with 54% of the attendees participating online.

In 2022, Biolab organised a series of comprehensive training courses and programs to enhance the skills and knowledge of its employees. These courses included the Media Lab enrolment, which offered an alternative to CAP online courses, ensuring continuous professional development. The Quality Control Training Course focused on equipping employees with the necessary skills to ensure accurate and reliable results. Additionally, the External Quality Control

program aimed to maintain high standards of proficiency and accuracy in laboratory testing. Individualised 1:1 assessments and training sessions were conducted for new employees, focusing on practical competencies in areas such as reception, haematology, and routine procedures. The Microbiology Training course provided in-depth knowledge and expertise in microbiological testing. Calibration, verification, and linearity training were conducted to ensure accurate instrument performance. The "Serving with Emotional Intelligence" training emphasised the importance of empathy and effective communication in patient care. Individualised blood film training and courses on English language skills and Excel proficiency were also provided.





## Leadership Academy

Continuing its commitment to foster a nurturing work environment, IDH is in the process of building a leadership academy to provide development opportunities for all management levels, in addition to an internal capabilities academy to enhance communication skills, problem-solving, and business etiquette for entry-level employees.



## Employee Development & Training at Biolab


**834**

Attendees


**149**

Training hours

At Biolab, employee performance evaluation is an integral part of the company's commitment to continuous improvement. Through this process, all employees undergo a comprehensive assessment of their past performance, taking into account their achievements, strengths, and areas for improvement over a specific period of time. The evaluation serves as a valuable tool to gauge individual contributions and provide constructive feedback to support employees in enhancing their job performance. In 2022, Biolab conducted career development reviews to 100% of its employees. Furthermore, Biolab emphasises the importance of goal setting as a means of fostering professional growth and development. In 2022, Biolab delivered 149 training hours delivered to a total of 834 attendees. These training programs were delivered both online and in-person, with 4% of the attendees participating online.





# 4.3

## Stronger Together

IDH needs to ensure we are aware of the both diverse and changing opinions, preferences and needs of our stakeholders. This understanding and in-depth analysis of broader societal trends shape our impact.



### Priority Area

### Target



#### STAKEHOLDER RELATIONS

- Develop an overarching Stakeholder Engagement Plan to cover all stakeholders and all key interactions, outlining necessary procedures, activities, analysis and use of results by 2025
- Annual partnerships with patient groups, hospitals and health organisations to increase awareness of diseases such as cancers, hepatitis, tuberculosis, HIV, HPV, cardiovascular disease and diabetes.



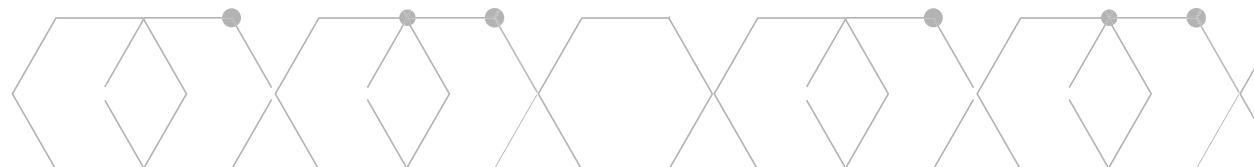
#### COMMUNITY INVESTING

- Commit to investing in local communities where we operate with the aim of directly or indirectly contributing to the enhancement of the local healthcare system and the Sustainable Development Goals (SDGs) by 2030.
- Foster an inclusive environment by increasing spending with diverse, small, and women-owned businesses from a 2020 baseline year by 2030.



#### NETWORKING

- Be an active participant in at least 5 international sustainability networks, annually
- Delegate company representative to participate in at least 5 major international, national and regional events dedicated to healthcare and sustainability, annually
- Establish an annual workshops to gather bright minds and exchange ideas of the future of sustainable healthcare in the region, annually

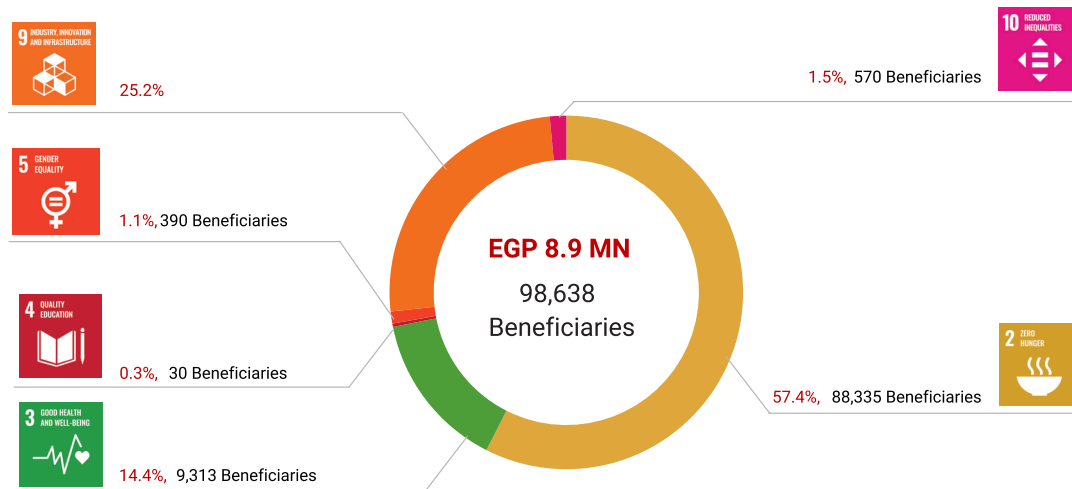


## Our Community Shared Value (CSV)

IDH commits to creating shared value by supporting “Healthcare System Development and Inclusion to all”. IDH utilises its financial and human capital across communities to achieve a set of defined Corporate Social Responsibility (CSR) goals with lasting impacts and long-term sustainable value. IDH opts to pay up to 1% of the net after-tax profit of the subsidiaries Alborg and AlMokhtabar to the Moamena Kamel Foundation (MKF) for Training and Skills Development. The Foundation allocates this sum to organisations and groups in need of assistance. Since its establishment in 2005, MKF has made a significant impact through its various initiatives. With a presence in 13 governorates, MKF has successfully

implemented 170 projects across different sectors. These projects have touched the lives of approximately 280k beneficiaries, making a positive and lasting difference in their communities. In 2022, IDH allocated EGP 8.9 MN to MKF.

To evaluate the effectiveness of its CSR activities, the Foundation reviews essential key performance indicators (KPIs) such as the number of beneficiaries, social contribution, time spent in volunteering, number of volunteers, number of social activities, number of community members reached, and total impact.





## Medical care



### Hajj PCR campaigns

During June 2022, AIMokhtabar collaborated with the Ministry of Solidarity, Beni Suef and Al Fayoum Governorates to provide discounted PCR tests to Hajj travellers through NGOs. The campaign aimed to increase awareness of AIMokhtabar lab services among the community and promote the brand. A total of 88 PCR tests were provided in Al Fayoum and 90 PCR tests were conducted in Beni Suef. The campaign generated a revenue of EGP 71,200 and involved 6 AIMokhtabar employees as volunteers. The initiative demonstrated AIMokhtabar's commitment to supporting the community during important events like the Hajj pilgrimage.



88

PCR tests in Al Fayoum



90

PCR tests in Beni Suwaif



6

Al Mokhtabar employees volunteered

### Asuit University Medical Convoys

IDH supported the Asuit University medical convoys by providing lab tests to 40 students at Al Shahid school in rural areas to help detect diseases related to abdomen, kidney, and diabetes. The objective of the campaign was to highlight Al Mokhtabar labs' credibility among the community and provide medical assistance to those in need. The campaign was carried out in August 2022 and generated a revenue of EGP 4,000.



40

Students

### Al Kasr Eleini Hospitals Support

IDH contributed to supporting the Kidney Dialysis and Endoscopy Units at Al Kasr El-Aini Hospital, which provide medical services to underprivileged patients in Egypt. The Kidney Dialysis Unit was supplied with disposable medical materials during shortage periods to ensure continued treatment for 6,000 patients. In the Endoscopy Unit, IDH provided the necessary disposable medical materials, to reduce the operations waiting list and benefit 25 patients.



6,000

Materials supplied to kidney dialysis patients



25

Patients on operations waiting list

### Al Abbassia Fever Hospital

IDH provided support to the endoscopy unit at Abbassia Fever Hospital in Cairo by conducting maintenance on its equipment. The unit had stopped functioning since November 2021, which caused a backlog in check-ups and impacted the treatment of patients with rare infectious diseases. By providing the necessary maintenance, IDH aimed to reduce the waiting list for check-ups and improve the quality of care for patients. The Abbassia Fever Hospital specialises in infectious diseases, and the endoscopy unit serves around 3,072 patients each year. This was done in November 2022 at the hospital's location in Cairo.

### Lab tests and medical support

During the year 2022, AIMokhtabar, Alborg Scan and Moamena Kamel Foundation provided lab tests and surgeries support for more than 288 cases.



288

Patients





## Food Security

2

ZERO

HUNGER



### Environmental Crises- Winter Campaign

In Feb. 2022, 32,000 flood-affected families in El Giza, Aswan, Qena, Red Sea, and the Oases governorates received nutritional boxes through a successful partnership with Misr El-Kheir NGO. Thirteen volunteer employees participated in the packing and distribution of the boxes.



32,000

Flood-affected families



13

Employees volunteered

### MKF Ramadan Campaign

During the holy month of Ramadan, the Moamena Kamel Foundation partnered with Misr El-Kheir and the Egyptian Food Bank to provide food support to families in need. The campaign distributed 5,000 food boxes to 25,000 beneficiaries in Al Fayoum, Assiut, and Giza through Misr ElKheir, while 4,000 Ramadan boxes were distributed to 20,000 beneficiaries in Qena, Red Sea, and Aswan through the Egyptian Food Bank. A total of 30 volunteer employees, including 19 for Misr ElKheir and 11 for the Egyptian Food Bank, participated in packing and distribution activities. These initiatives aimed to ensure sufficient nutrition to families in need during the holy month of Ramadan.



5,000

Food boxes



25,000

Beneficiaries in Al Fayoum, Assiut, and Giza



4,000

Ramadan boxes



20,000

Beneficiaries in Qena, Red Sea, and Aswan

### Ramadan Iftar at "Ahalena Elderly Day Care"

Our team organised a Ramadan Iftar event for the residents of "Ahalena Elderly Day Care House". The event aimed to share the spirit of the holy month with the elderly residents and provide them with a memorable experience. A total of 20 residents were served Iftar meals, while 7 of our employees volunteered to assist in the event. The event took place in April 2022, and we were proud to have the opportunity to bring some joy and happiness to the elderly residents in our community.



20

Beneficiaries



7

Employees volunteered

### Launching "Etameny" Campaign

The campaign aims to provide sustainable nutritional needs to women leading households while increasing their food security. The campaign also focuses on raising awareness about healthy nutritional habits through community kitchens and ensuring suitable metric evaluation for the program. The program will evaluate the cases in need in order to maintain their life conditions. The campaign is set to benefit 2267 women, with 11 employees volunteering to make this program a success. The duration of the campaign is from October 2022 to October 2023, and the targeted locations are Awseem, Badrashen, Elwarak, and Embaba.



2267

Women to be benefited









**Women's  
empowerment**



### Baheya Warriors Gathering

MKF celebrated International Women's Month by organising a gathering at Baheya Hospital to support the Baheya Warriors during Mother's Day. The event included a psychological support session for the warriors, which aimed to raise their morale. A total of 26 beneficiaries were present at the event. This initiative is part of MKF's commitment to supporting women's empowerment and mental health, particularly for those facing health challenges.



**26**  
beneficiaries

### Baheya Hospital Support

The Baheya Hospital Support program aims to assist women on their journey of recovery from breast cancer. Since September 2021, the program has provided support to 63 women, with 50 cases achieving full recovery. The program aims to continue to support and assist women with breast cancer to help them on their path towards recovery.



**63**  
Women



**50**  
cases achieving full recovery

### IDH Women Pioneers in Science

In March 2022, IDH celebrated International Women's Month by recognizing and appreciating the important role of women scientists in the organization. As a women-led organization, IDH places a high value on gender equality in all aspects of its work. The organization showcased its commitment to this value by highlighting the exceptional contributions of women scientists in a documentary video shoot at the Mega Lab. The video aimed to raise awareness about the highly differentiated field of lab analysis and its many sub-specialties. It also emphasized the opportunities that IDH provides to women pioneers in science to apply their experience and expertise.

### "إفحصي تطمني" Awareness Campaign

The "إفحصي تطمني" Awareness Campaign aims to empower women's health and celebrate International Women's Month & International Breast Cancer awareness Month. The campaign educates women in rural areas about various health topics and spreads knowledge on early detection and self-examination of breast cancer. The campaign also provides information about treatment options in case of any signs of cancer. The campaign conducted several awareness sessions in different locations, including Shobra, Nasser Secondary School, IDH HQ, Mansorya village, Helwan University, and the Faculty of Pharmacy Ahram Canadian University. These sessions targeted various audiences, including students, teachers, employees, and beneficiaries, with a total number of attendees reaching 380. The campaign's success has raised awareness among women about the importance of early detection and self-examination in preventing breast cancer.



**380**  
beneficiaries



## Education

4 QUALITY EDUCATION



8 DECENT WORK AND ECONOMIC GROWTH



### Moamena Kamel Training Academy (“Amaly” training program for fresh graduates)

The Moamena Kamel Training Academy launched the “Amaly” training program aimed at equipping senior students of the Arabic and English Biotechnology departments at the Faculty of Agriculture, Cairo University with academic and practical training to become highly skilled chemists. The program, which has completed three rounds and trained a total of 100 students, has several objectives, including increasing the number of highly skilled chemists, supporting students in need, and empowering students to meet the requirements of the labour market. In addition, the program seeks to establish branding and positioning AIMokhtabar as a market leader in the healthcare industry that provides youth with the needed development training using the latest technology. The first round of the program, which started in October 2022, trained 30 students by three doctors from AIMokhtabar at IDH premises. This initiative aims to make a significant contribution to the development of Egypt's healthcare sector by nurturing young talent and equipping them with the skills and knowledge necessary to become successful professionals.



100

Students



# ANNEX

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Abbreviations

Limited Assurance Letter

ESG Data

GRI Content Index

SASB Content Index

Alignment with the Integrated Reporting  
<IR> Framework

UNGC Content Index

TCFD Content Index





# Abbreviations

<b>AAA</b>	Authentication, authorization, and accounting
<b>ABAC</b>	Anti-bribery and corruption
<b>AC</b>	Air Conditioner
<b>ACR</b>	American College of Radiology
<b>AGM</b>	Annual General Meeting
<b>AIDS</b>	Acquired immunodeficiency syndrome
<b>ANSI</b>	American National Standards Institute
<b>BLS</b>	Basic Life Support
<b>BMS</b>	Building Management System
<b>CAP</b>	College of American Pathologists
<b>CC</b>	Customer Care
<b>CCTV</b>	Closed-circuit television
<b>CDC</b>	Centres for Disease Control and Prevention
<b>CEO</b>	Chief Executive Officer
<b>CFO</b>	Chief Financial Officer
<b>CHRO</b>	Chief Human Resources Officer
<b>CIC</b>	Continuous Improvement Culture
<b>CLSI</b>	Clinical & Laboratory Standards Institute
<b>CPO</b>	Chief Product Officer
<b>CPR</b>	Cardiopulmonary Resuscitation

<b>CRM</b>	Customer relationship management
<b>CSR</b>	Community Social Responsibility
<b>CSV</b>	Community Shared Value
<b>CT</b>	Computerised Tomography
<b>DART</b>	Days away, Restricted, or Transferred
<b>DTR</b>	Disclosure Guidance and Transparency Rules
<b>EBITDA</b>	earnings before interest, taxes, depreciation and amortisation
<b>EDGE</b>	Equity, Diversity and Gender Equality
<b>EGAC</b>	Egyptian Accreditation Council
<b>EGP</b>	Egyptian Pound
<b>EGX</b>	Egyptian Stock Exchange
<b>EHS</b>	Environment, health and safety
<b>EPiHC</b>	Ethical Principles in Health Care
<b>ERG</b>	Emergency response guide
<b>ERM</b>	Enterprise Risk Management
<b>ESG</b>	Environmental, Social, and Governance
<b>FY</b>	Fiscal Year
<b>GAHAR</b>	Global Accreditation for Healthcare Accreditation and Recognition
<b>GHG</b>	Greenhouse Gas
<b>GIP</b>	Good International Practices

<b>GPS</b>	Global Positioning System
<b>GRI</b>	Global Reporting Initiative
<b>H&amp;S</b>	Health and Safety
<b>HCAC</b>	Health Care Accreditation Council
<b>HIV</b>	Human Immunodeficiency Virus
<b>HQ</b>	Headquarters
<b>HSE</b>	Health, Safety and Environment
<b>HVAC</b>	Heating, Ventilation, and Air Conditioning
<b>IDH</b>	Integrated Diagnostics Holdings
<b>IFC</b>	International Finance Corporation
<b>IR</b>	Investment Relations
<b>ISMS</b>	Information Security Management System
<b>ISO</b>	International Organization for Standardization
<b>IT</b>	Information Technology
<b>JAS</b>	Jordanian Accreditation System
<b>JCI</b>	Joint Commission International
<b>KPIs</b>	Key Performance Indicators
<b>KSA</b>	Kingdom of Saudi Arabia
<b>LIMS</b>	Laboratory Information Management System
<b>LMS</b>	Learning Management System
<b>LSE</b>	London Stock Exchange
<b>MENA</b>	Middle East & North Africa
<b>MKF</b>	Moamena Kamel Foundation

<b>mn</b>	Million
<b>MRI</b>	Magnetic Resonance Imaging
<b>NFPA</b>	National Fire Protection Association
<b>NGOs</b>	Non-governmental Organisations
<b>NIOSH</b>	National Institute for Occupational Safety and Health
<b>NPS</b>	Net Promoter Score
<b>OHS</b>	Occupational Health and Safety
<b>PCR</b>	Polymerase Chain Reaction
<b>PET</b>	Positron Emission Tomography
<b>PPE</b>	personal protective equipment
<b>PwC</b>	PricewaterhouseCoopers LLP
<b>SASB</b>	Sustainability Accounting Standards Board
<b>SDGs</b>	Sustainable Development Goals
<b>SMS</b>	Short Message Service
<b>SOP</b>	standard operating procedures
<b>STEM</b>	Science, Technology, Engineering, and Mathematics
<b>TAT</b>	Turnaround Time
<b>TCFD</b>	Task Force on Climate-related Financial Disclosures
<b>TRIR</b>	Total recordable incident rate
<b>UK</b>	United Kingdom
<b>UNGC</b>	United Nations Global Compact
<b>WAN</b>	Wide Area Network
<b>YoY</b>	Year-on-year

# Limited Assurance Letter

## Introduction and Objectives of the Engagement

Masader Environmental & Energy Services S.A.E (the 'Assurance Provider') has been engaged by International Diagnostics Holdings (IDH) (the 'Reporting Organization') to provide Moderate Assurance Type 1 (the 'Assurance') regarding adherence to the AA1000AS v3 (2020) over the IDH's 2022 Sustainability Report (the 'Report').

## Scope, Subject Matter and Limitations

The subject matter of the Report is the Reporting Organization ESG performance data and information for the year ended 31 December 2022. The scope of assurance is limited to a review of the Selected Information listed below:

- IDH's ESG Management
- Stakeholder Engagement
- Materiality Assessment

The assurance process was subject to the following limitations and exclusions.

- Verifying the data or information provided by IDH stated in the Introduction section, IDH's CEO Letter.
- Appropriateness of definitions and any internal reporting criteria adopted by IDH for its disclosures.
- Appropriateness of any new commitments and objectives established and communicated by IDH.
- Content of external websites or documents linked from the Report and IDH.

We have not been engaged to:

- Verify any statement indicating the intention, opinion, belief and/or aspiration of IDH.

- Determining which, if any, recommendations should be implemented.

## Intended Users

The intended users of this assurance engagement are the Reporting Organization and its stakeholders, including but not limited to customers, employees, investors, government, and regulators.

## Reporting Criteria

The selected information has been prepared in accordance with the Global Reporting Initiative (GRI) Standards, and the Sustainability Accounting Standards Board (SASB) Standards, in addition to the Integrated Reporting Framework, the Task Force on Climate-related Financial Disclosures (TCFD) recommendations, and the UN Global Compact (UNGC) Principles.

## Responsibilities of the Reporting Organization

The provision of the Selected Information in the Report is the sole responsibility of the Management of IDH. The Reporting Organization is responsible for preparing the Report in line with the reporting criteria and in accordance with the GRI 2021 Universal Standards and for calculating the selected KPIs in accordance with IDH's "Basis of Reporting".

## Responsibilities of the Assurance Provider

Our responsibility is to carry out a limited assurance engagement and to express a conclusion based on the work performed. Our responsibilities were to:

- Provide Moderate Level (Type 1) assurance as per AA1000AS v3 over the accuracy, reliability and objectivity of the information contained within the Report;
- Form an independent conclusion based on the procedures performed and evidence obtained.

## Methodology

To form our conclusion, we undertook the following procedures:

- Interviewed management and other persons responsible for the Reporting Organization's ESG performance to assess the application of the GRI 2021 Universal Standards in the preparation of the Report;
- Analyzed and assessed the key structures, processes, procedures and controls relating to the preparation of the Report;
- Evaluated whether the management approach for the material topics presented in the Report is consistent with the overall sustainability management and performance at IDH;
- Assessed the completeness and accuracy of the GRI, SASB, TCFD, and UNGC content indexes concerning the disclosures and their omissions;
- Interviewed management and data owners regarding the process of identification, data collection, consolidation and reporting for the selected KPIs;
- Reviewed and evaluated IDH's GHG Metrics for the selected KPIs against the actual calculation performed to support the figures disclosed in the Report;
- Reviewed the selected KPIs to IDH's internal calculations and supporting documentation;
- Compared the content of the Report against the findings of the outlined procedures.

## Statement of Independence and Impartiality

The Assurance Provider and the Reporting Organization are not engaged in relationships that would be perceived to affect its ability to provide an independent and impartial statement.

## Statement of Competence

Masader Environmental & Energy Services S.A.E is an AA1000AS v3- Licensed Assurance Provider as per the license agreement (ID: 000-882) with Accountability AA1000 CIC.

The assurance team has extensive experience in the assurance of ESG data, systems, and procedures.

## Recommendations

Based on the conducted assurance engagement, it is recommended that the Reporting Organization can implement the following measures to enhance future reporting:

- Ensure clear alignment between reported metrics and the long-term ESG goals and targets, including progress made during the reporting period;
- Ensure consistent and complete disclosure of stakeholder engagements conducted for the purpose of the report prepared in case such actions have been undertaken.

## Conclusion

Our conclusion has been formed based on and is subject to the matters outlined in this Report. We believe our evidence is sufficient and appropriate to provide a basis for our conclusions. The conclusion on applying the AA1000 Assurance Principles (2018) is presented below.

Inclusivity	The Reporting Organization has provided evidence of the inclusivity regarding its stakeholder relations, including understanding and representation of stakeholder interests in the Report.
Materiality	The Reporting Organization has described its material topics and the materiality assessment process. Based on the conducted engagement, we believe the material topics accurately reflect the Reporting Organization’s ESG impacts and disclosures. The disclosures presented in the Report have been organized to present performance on each material topic. The Report would benefit from a more straightforward representation of the connection between the Reporting Organization’s targets and reported disclosures.
Responsiveness	The obtained evidence has been sufficient to conclude that the Reporting Organization is responsive to the issues raised by its stakeholder groups by collecting regular feedback via tailored communication channels and appropriate procedures to handle grievances, feedback, and other types of stakeholder inputs.
Impact	The Reporting Organization has provided evidence of the applied procedures and systems to monitor and measure its impacts on the environment and actions to ensure accountability for those impacts.

Based on the procedures performed and the evidence obtained, as described above, nothing has come to our attention that causes us to believe that the Selected Information of the Report of IDH for the year ended 31 December 2022 has not been prepared, in all material respects, in accordance with the standards, frameworks, and principles indicated in the ‘Reporting Criteria’ section above.

In accordance with the terms of our engagement, this independent assurance statement on the Selected Information has been prepared for IDH concerning reporting to the Reporting Organization’s stakeholders and for no other purpose or in any other context.

For and on behalf of Masader Environmental and Energy Services S.A.E

**Dr.Abdelhamid Beshara,**

*Abdelhamid Beshara*



Founder and Chief Executive Officer

Masader, Environmental & Energy Services (S.A.E)  
Cairo, August 31, 2023





# ESG Data

## Environmental Indicators

### Energy, Water, and Waste

		Unit	2022
Energy Consumption	Diesel Generators	MWh	477
	Purchased electricity and chilled water	MWh	25,532
	Diesel and petrol by owned vehicles	MWh	5,877
	Total	MWh	31,886
Water Intake	Municipal Water Intake	m <sup>3</sup>	1,024,796
Waste	Non-hazardous	Total (tons)	828
	Hazardous	Total (tons)	570
Certifications	ISO 14001	% of Total business sites	
	ISO 45001	% of Total business sites	

### Carbon Emissions

		Unit	2022
Scope 1 (Direct)	Total	tCO <sub>2</sub> e	374
Scope 2 (Indirect)	Total (location-based)	tCO <sub>2</sub> e	11,712
Scope 1+2	Total	tCO <sub>2</sub> e	12,085

## Carbon Emissions

		Unit	2022
Scope 3 (Other Indirect)	Purchased goods and services	tCO <sub>2</sub> e	6,074
	Fuel and energy-related activities (not included in scope 1 and 2)	tCO <sub>2</sub> e	93
	Transportation and distribution	tCO <sub>2</sub> e	1,657
	Waste generated in operations	tCO <sub>2</sub> e	1,536
	Business travel	tCO <sub>2</sub> e	438
	Employee commuting	tCO <sub>2</sub> e	7,966
	Total	tCO <sub>2</sub> e	17,763
Scope (1+2+3)	Total	tCO <sub>2</sub> e	29,848

## Workforce Indicators

Workforce Profile		2022		
		Total	Male	Female
Employees	Total	6,629	4,110	2,519
	Full-time	6,629	4,110	2,519
	Part-time	0	0	0
	Permanent	6,607	4,097	2,510
	Temporary	22	13	9
Breakdown by Age	Age under 30	2,537	-	-
	Age 30-50	3,818	-	-
	Age above 50	274	-	-
Breakdown by Region	Egypt	5,958	3,860	2,098
	Jordan	343	100	243
	Nigeria	186	105	81
	Sudan	142	45	97
Employees with Disability	Total	8	5	3

## Workers who are not Employees

2022

Category	Total	Male	Female
Outsourced Workers	285	254	31
Housekeeping Workers	1,110	444	666
Interns	96	57	39
Technicians	69	69	0
Security Personnel	35	33	2

## Diversity of Employees

2022

Employee Category <sup>7</sup>	By Gender		By Age		
	Male	Female	Under 30	30-50	Above 50
L7-L6-L5 Executives	60%	40%	0%	40%	60%
L4-L3 Middle management	72%	28%	0%	85%	15%
L2-L1 Supervisory	64%	36%	4%	89%	7%
S1-S5 Operations	84%	16%	36%	62%	2%
T1-T5 Technicians and Chemists	55%	45%	61%	37%	2%
C1-C2 Workers and Couriers	95%	5%	4%	87%	9%
E1-E4 Experts	39%	61%	6%	77%	17%
A Consultants	73%	27%	0%	36%	64%

<sup>7</sup> The reported data covers IDH's operations in Egypt only (excludes subsidiaries in Jordan, Nigeria, and Sudan).

## New Hires

2022

		Headcount	Percentage from total
<b>Total</b>		<b>1,391</b>	<b>100%</b>
<b>By Gender</b>	Male	783	56%
	Female	608	44%
<b>By Age Group</b>	Under 30	902	65%
	30-50	475	34%
	Above 50	14	1%
<b>With Disabilities</b>	Total	0	0%
<b>By Region</b>	Egypt	1,270	91%
	Jordan	36	3%
	Nigeria	63	5%
	Sudan	22	2%

## Employee Turnover

2022

		Headcount	Turnover Rate (%)
<b>By Type<sup>8</sup></b>	Voluntary turnover	413	7%
	Turnover for cause	359	6%
<b>By Gender</b>	Male	479	7%
	Female	381	6%
<b>By Age Group</b>	Under 30	449	7%
	30-50	388	6%
	Above 50	23	0%
<b>With Disabilities</b>	Total	0	0%
<b>By Region</b>	Egypt	716	11%
	Jordan	56	16%
	Nigeria	54	1%
	Sudan	34	1%
<b>Total</b>	-	860	13%

8 The reported data (turnover by type) covers IDH's operations in Egypt and Jordan only (excludes subsidiaries in Nigeria and Sudan).



**Parental Leave<sup>9</sup>****2022**

	Headcount	Headcount	Percentage from total
Number of employees who are entitled to a maternity/ parental leave	5,973	3,860	2,113
Total number of employees who took a maternity/ parental leave during the reporting period	320	213	107
Total no. of employees who returned to work after their maternity/ parental leave ended during the reporting period	293	201	92

**Training Hours<sup>10</sup>****2022**

		Total Hours	Average Hours per employee
<b>By Gender</b>	Male	97,772	24
	Female	63,692	25
<b>By Age Group</b>	L6-L5 Executives	650	33
	L4-L3 Middle Management	2,047	20
	L2-L1 Supervisory	13,556	23
	S1-S5 Operations	66,441	31
	T1-T5 Technicians and Chemists	78,044	33
<b>Total</b>		161,464	24

9 The reported data covers IDH's operations in Egypt and Jordan only (excludes subsidiaries in Nigeria and Sudan).

10 The reported data covers IDH's operations in Egypt only (excludes subsidiaries in Jordan, Nigeria, and Sudan).

**Ratio of basic salary and compensation for the highest paid individual to the average of all IDH employees\*****2022**The ratio of basic salary and remuneration of highest paid individual to the average annual total compensation for all employees<sup>12</sup>

192

The ratio of the percent increase in annual total compensation of highest paid individual to the average annual total compensation for all employees<sup>13</sup>

3.7

**Gender Pay Ratio\*****2022****Category****Median male to female****Entry-Level**

1.03

**Mid-Level**

1.04

**Senior and Executive Level**

0.84

**STEM Positions**

0.71

**Occupational Health and Safety Indicators\*****Indicator****Unit****2022****Recordable Incidents**

Number

2

**Fatalities**

Number

4

**Man worked hours**

Number

11,099,822

**Lost-time injury frequency rate (LTIFR)**

Injuries per 1M hours worked

0.18

\* The reported data covers IDH's operations in Egypt only (excludes subsidiaries in Jordan, Nigeria, and Sudan).

\* This data is calculated as the annual salary for the highest paid individual/annual average salaries excluding the highest paid individual.

13 This data is calculated as the salary increase percentage for the highest paid individual/ approved annual increase percentage.

## Governance Indicators

### Remuneration of Directors (EGP)

Directors	Base Salary / Fees 2022	Base Salary / fees 2021	Annual Bonus 2022	Annual Bonus 2021	Total 2022	Total 2021
Executive Director						
Prof. Dr. Hend El Sherbini	10,39 8,605	8,495,102	450,000	450,000	10,848,605	8,945,102
Non-Executive Directors						
Lord St John of Bletso	1,967,268	1,303,371	-	-	1,967,268	1,303,371
Hussein Choucri	1,278,726	912,358	-	-	1,278,726	912,358
Dan Olsson	1,381,215	912,358	-	-	1,381,215	912,358
Yvonne Stillhart	1,065,605	-	-	-	1,065,605	-

# GRI Content Index

## Environmental Indicators

<b>Statement of use</b>	IDH has reported in accordance with the GRI Standards for the period from January 1st, 2022, to December 31st, 2022.
<b>GRI 1 used</b>	GRI 1: Foundation 2021
<b>Applicable GRI Sector Standard</b>	Not applicable

GRI Standard	Disclosure	Direct Response/ Location (pg. #)	Omissions			SDG Mapping
			Requirement Omitted	Reason	Explanation	
GRI 2: General Disclosures 2021						
GRI 2: General Disclosures 2021	The organization and its reporting practices					
	2-1 Organizational details	About IDH (p.10)				
	2-2 Entities included in the organization's sustainability reporting	About IDH (p.10)				
	2-3 Reporting period, frequency and contact point	About IDH (p.10)				
	2-4 Restatement of information	None				
	2-5 External assurance	Limited Assurance Letter (p.113)				



GRI Standard	Disclosure	Direct Response/ Location (pg. #)	Omissions			SDG Mapping
			Requirement Omitted	Reason	Explanation	
GRI 2: General Disclosures 2021	Activities and workers					
	2-6 Activities, value chain and other business relationships	Distinguished Brands and Services (p.13)				
	2-7 Employees	Human Potential (p.96)				8.5, 10.3
	2-8 Workers who are not employees	Workforce Indicators (p.116)				8.5
	Governance					
	2-9 Governance structure and composition	Board of Directors (p.40 )				5.5, 16.7
	2-10 Nomination and selection of the highest governance body	Board of Directors (p.40 )				5.5, 16.6, 16.7
	2-11 Chair of the highest governance body	Board of Directors (p.40 )				16.6
	2-12 Role of the highest governance body in overseeing the management of impacts	Board of Directors (p.40 )				16.7
	2-13 Delegation of responsibility for managing impacts	Board of Directors (p.40 )				
	2-14 Role of the highest governance body in sustainability reporting	Board of Directors (p.40 )				
	2-15 Conflicts of interest	Business Ethics and Integrity (p.47)				16.6
	2-16 Communication of critical concerns	Business Ethics and Integrity (p.47)				
	2-17 Collective knowledge of the highest governance body	Sustainability Governance (p.41)				

GRI Standard	Disclosure	Direct Response/ Location (pg. #)	Omissions			SDG Mapping
			Requirement Omitted	Reason	Explanation	
GRI 2: General Disclosures 2021	2-18 Evaluation of the performance of the highest governance body	Board of Directors (p.40)				
	2-19 Remuneration policies	Compensation & Remuneration (p.47)				
	2-20 Process to determine remuneration	Compensation & Remuneration (p.47)				16.7
	2-21 Annual total compensation ratio	Compensation & Remuneration (p.47)				
	Strategy, Policy, and Practices					
	2-22 Statement on sustainable development strategy	Our ESG Mindset (p.26)				
	2-23 Policy commitments	Business Ethics and Integrity (p.47)				16.3
	2-24 Embedding policy commitments	Business Ethics and Integrity (p.47)				
	2-25 Processes to remediate negative impacts	Business Ethics and Integrity (p.47)				
	2-26 Mechanisms for seeking advice and raising concerns	Business Ethics and Integrity (p.47)				16.3
	2-27 Compliance with laws and regulations	Compliance (p.46)				
	2-28 Membership associations	American Chamber of Commerce in Egypt (AmCham Egypt), IFC's Ethical Principles in Health Care (EPIHC).				
	Stakeholder Engagement					
	2-29 Approach to stakeholder engagement	Engaging with our Stakeholders (p.28)				
	2-30 Collective bargaining agreements		a, b	Not applicable	There are no collective bargaining agreements in IDH. However, there are escalation policies related to communicating grievances or any concerns.	8.8

GRI Standard	Disclosure	Direct Response/ Location (pg. #)	Omissions			SDG Mapping
			Requirement Omitted	Reason	Explanation	
GRI 3: Material Topics 2021						
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Materiality Assessment (p.31)				
	3-2 List of material topics	Materiality Assessment (p.31)				
ESG Integration						
GRI 3: Material Topics 2021	3-3 Management of material topic	Board of Directors (p.40) Our Committees (p.43) Systemic Risk Management (p.45) Business Ethics and Integrity (p.47 )				
GRI 205: Anti- corruption 2016	205-1 Operations assessed for risks related to corruption	The Anti-corruption and Bribery Policy applies to all employees at IDH Egypt, Sudan, and Nigeria	b	Not Available	IDH does not quantify the total number and percentage of operations assessed for risks related to corruption.	16.5
	205-2 Communication and training about anti- corruption policies and procedures	Business Ethics and Integrity (p.47)				16.5
	205-3 Confirmed incidents of corruption and actions taken	Business Ethics and Integrity (p.47)				16.5
206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Business Ethics and Integrity (p.47)				16.3
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Board of Directors (p.40)				
	405-2 Ratio of basic salary and remuneration of women to men	Compensation & Remuneration (p.47)				5.1, 8.5, 10.3

GRI Standard	Disclosure	Direct Response/ Location (pg. #)	Omissions			SDG Mapping
			Requirement Omitted	Reason	Explanation	
<b>GRI 406: Non-discrimination 2016</b>	406-1 Incidents of discrimination and corrective actions taken	Business Ethics and Integrity (p.47)				5.1, 8.8
<b>GRI 417: Marketing and Labeling 2016</b>	417-1 Requirements for product and service information and labeling	Business Ethics and Integrity (p.47)				
	417-2 Incidents of non-compliance concerning product and service information and labeling	Business Ethics and Integrity (p.47)				
	417-3 Incidents of non-compliance concerning marketing communications	Business Ethics and Integrity (p.47)				
<b>DOING RIGHT</b>						
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topic	Patient Data Privacy & Rights Protection (p.51) Cybersecurity (p.51) Taxes (p.52)				
<b>GRI 207: Tax 2019</b>	207-1 Approach to tax	Taxes (p.52)				
	207-2 Tax governance, control, and risk management	Taxes (p.52)				
	207-3 Stakeholder engagement and management of concerns related	Taxes (p.52)				
	207-4 Country-by-country reporting	Taxes (p.52)				
<b>GRI 418: Customer Privacy 2016</b>	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Patient Data Privacy & Rights Protection (p.51)				16.3, 16.10



GRI Standard	Disclosure	Direct Response/ Location (pg. #)	Omissions			SDG Mapping
			Requirement Omitted	Reason	Explanation	
QUALITY FIRST						
GRI 3: Material Topics 2021	3-3 Management of material topic	Uncompromised Quality Assurance (p.54)				
		Pathology Labs Internal Quality Control (p.56)				
		Radiology Internal Quality Control (p.57)				
BUSINESS FOR GOOD						
GRI 3: Material Topics 2021	3-3 Management of material topic	Economic Performance (p.60) Digitalization, Technology, and Innovation (p.65)				
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Economic Performance (p.60)				8.1, 8.2, 9.1, 9.4, 9.5
	201-2 Financial implications and other risks and opportunities due to climate change	Climate Change Risk Management and Strategy (p.81)				13.1
	201-3 Defined benefit plan obligations and other retirement plans		201-3	Information unavailable	This information will be disclosed in the future reporting cycle.	
	201-4 Financial assistance received from government	None				
CUSTOMER EXCELLENCE						
GRI 3: Material Topics 2021	3-3 Management of material topic	Service Feasibility & Viability (p.58) Customer Satisfaction (p.60)				
RESPONSIBLE SUPPLIERS						
GRI 3: Material Topics 2021	3-3 Management of material topic	Supply Chain Management (p.75) Localizing our Supply Chain (p.76)				

GRI Standard	Disclosure	Direct Response/ Location (pg. #)	Omissions			SDG Mapping
			Requirement Omitted	Reason	Explanation	
<b>GRI 204: Procurement Practices 2016</b>	204-1 Proportion of spending on local suppliers	Supply Chain Management (p.75)				
<b>GRI 308: Supplier Environmental Assessment 2016</b>	308-1 New suppliers that were screened using environmental criteria	Environmental and Social Supplier Assessment (p.76)				
	308-2 Negative environmental impacts in the supply chain and actions taken		308-2	Information unavailable	IDH is still in the process of establishing environmental and social assessment for suppliers. This information will be disclosed in future reporting cycles.	
<b>GRI 408: Child Labor 2016</b>	408-1 Operations and suppliers at significant risk for incidents of child labor	Supply Chain Management (p.75)				5.2, 8.7, 16.2
<b>GRI 409: Forced or Compulsory Labor 2016</b>	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Supply Chain Management (p.75)				5.2, 8.7
<b>GRI 414: Supplier Social Assessment 2016</b>	414-1 New suppliers that were screened using social criteria	Environmental and Social Supplier Assessment (p.76)				5.2, 8.8, 16.1
	414-2 Negative social impacts in the supply chain and actions taken		414-2	Information unavailable	IDH is still in the process of establishing environmental and social assessment for suppliers. This information will be disclosed in future reporting cycles.	5.2, 8.8, 16.1

GRI Standard	Disclosure	Direct Response/ Location (pg. #)	Omissions			SDG Mapping
			Requirement Omitted	Reason	Explanation	
CLIMATE ACTION						
GRI 3: Material Topics 2021	3-3 Management of material topic	Climate Change Governance (p.80) Climate Change Risk Management & Strategy (p.81)				5.2, 8.8, 16.1
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Energy Management (p.85)				7.2, 7.3, 8.4, 12.2, 13.1
	302-2 Energy consumption outside of the organization	Energy Management (p.85)				7.2, 7.3, 8.4, 12.2, 13.1
	302-3 Energy intensity	Energy Management (p.85)				7.3, 8.4, 12.2, 13.1
	302-4 Reduction of energy consumption	Energy Management (p.85)				7.3, 8.4, 12.2, 13.1
	302-5 Reductions in energy requirements of products and services		302-5	Information unavailable	IDH will disclose its energy reduction in services in the upcoming reporting cycles, as 2022 will serve as the baseline.	7.3, 8.4, 12.2, 13.1
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Carbon Metrics and Targets (p.82)				3.9, 12.4, 13.1, 14.3, 15.2
	305-2 Energy indirect (Scope 2) GHG emissions	Carbon Metrics and Targets (p.82)				3.9, 12.4, 13.1, 14.3, 15.2
	305-3 Other indirect (Scope 3) GHG emissions	Carbon Metrics and Targets (p.82)	305-3	Information unavailable	IDH conducted only scope 1 and 2 GHG emissions quantification for 2022.	3.9, 12.4, 13.1, 14.3, 15.2
	305-4 GHG emissions intensity	Carbon Metrics and Targets (p.82)				13.1, 14.3, 15.2
	305-5 Reduction of GHG emissions		305-5	Information unavailable	IDH will disclose its GHG emissions reduction in the upcoming reporting cycles during subsequent years, as 2022 will serve as the baseline.	13.1, 14.3, 15.2

GRI Standard	Disclosure	Direct Response/ Location (pg. #)	Omissions			SDG Mapping
			Requirement Omitted	Reason	Explanation	
CIRCULAR ECONOMY						
GRI 3: Material Topics 2021	3-3 Management of material topic	Waste Management (p.87)				
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Waste Management (p.87)				3.9, 6.3, 6.6, 11.6, 12.4, 12.5
	306-2 Management of significant waste related impacts	Waste Management (p.87)				3.9, 6.3, 8.4, 11.6, 12.4, 12.5
	306-3 Waste generated	Waste Management (p.87)				3.9, 6.6, 11.6, 12.5, 12.4, 15.1
	306-4 Waste diverted from disposal	Waste Management (p.87)				3.9, 11.6, 12.4, 12.5
	306-5 Waste directed to disposal	Waste Management (p.87)				3.9, 6.6, 11.6, 12.4, 12.5, 15.1
REPLENISHING WATER						
GRI 3: Material Topics 2021	3-3 Management of material topic	Water and Wastewater Management (p.90)				
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Water and Wastewater Management (p.90)				6.3, 6.4, 6.A, 6.B, 12.4
GRI 303: Water and Effluents 2018	303-2 Management of water discharge related impacts	Water and Wastewater Management (p.90)				6.3
	303-3 Water withdrawal	Sustainable Water Use (p.74)				6.4
	303-4 Water discharge	Wastewater & Effluents Management (p.74)				6.3



GRI Standard	Disclosure	Direct Response/ Location (pg. #)	Omissions			SDG Mapping
			Requirement Omitted	Reason	Explanation	
HEALTH FOR ALL						
GRI 3: Material Topics 2021	3-3 Management of material topic	Occupational Health and Safety (p.93) Customer Health and Safety (p.95)				
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Occupational Health and Safety (p.94)				3.3, 3.4, 3.9, 8.8, 16.1
	403-2 Hazard identification, risk assessment, and incident investigation	Assessing work-related hazards (p.94)				8.8
	403-3 Occupational health services	Occupational Health and Safety (p.93)				8.8
	403-4 Worker participation, consultation, and communication on occupational health and safety	Occupational Health and Safety (p.93)				8.8, 16.7
	403-5 Worker training on occupational health and safety	Trainings and drills (p.94)				8.8
	403-6 Promotion of worker health	Promoting Employees Health and Wellbein (p.95)				3.3, 3.5, 3.7, 3.8
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Occupational Health and Safety (p.93)				8.8
GRI 403: Occupational Health and Safety 2018	403-8 Workers covered by an occupational health and safety management system	Occupational Health and Safety (p.93)				8.8
	403-9 Work-related injuries	Promoting Employees Health and Wellbeing (p.95)				3.6, 3.9, 8.8, 16.1
	403-10 Work-related ill health	Promoting Employees Health and Wellbeing (p.95)				3.3, 3.4, 3.9, 8.8, 16.1

GRI Standard	Disclosure	Direct Response/ Location (pg. #)	Omissions			SDG Mapping
			Requirement Omitted	Reason	Explanation	
<b>GRI 416: Customer Health and Safety 2016</b>	416-1 Assessment of the health and safety impacts of product and service categories	Customer Health and Safety (p.95)				
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Customer Health and Safety (p.95)				16.3
<b>HUMAN POTENTIAL</b>						
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topic	Our Workforce (p.79) Employee Engagement, Diversity, and Inclusion (p.98) Employee Professional Development and Training (p.101)				
<b>GRI 401: Employment 2016</b>	401-1 New employee hires and employee turnover	Our Workforce (p.97)				5.1, 8.5, 8.6, 10.3
	401-2 Benefits provided to full-time employees that are not provided to temporary or parttime employees		401-2	Information unavailable	IDH to disclose this information in subsequent reporting cycles.	3.2, 5.4, 8.5
<b>GRI 401: Employment 2016</b>	401-3 Parental leave	Our Workforce (p.97)				5.1, 5.4, 8.5
<b>GRI 404: Training and Education 2016</b>	404-1 Average hours of training per year per employee	Employee Professional Development and Training (p.101)				4.3, 4.4, 4.5, 5.1, 8.2, 8.5, 10.3
	404-2 Programs for upgrading employee skills and transition assistance programs	Employee Professional Development and Training (p.101)				8.2, 8.5
	404-3 Percentage of employees receiving regular performance and career development reviews	Employee Professional Development and Training (p.101)				5.1, 8.5, 10.3

GRI Standard	Disclosure	Direct Response/ Location (pg. #)	Omissions			SDG Mapping
			Requirement Omitted	Reason	Explanation	
<b>GRI 405: Diversity and Equal Opportunity 2016</b>	405-1 Diversity of governance bodies and employees	Employee Engagement, Diversity, and Inclusion (p.98)				5.1, 5.5, 8.5
<b>STRONGER TOGETHER</b>						
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topic	Our Community Shared Value (CSV) (p.104)				
<b>GRI 413: Local Communities 2016</b>	413-1 Operations with local community engagement, impact assessments, and development programs	Our Community Shared Value (CSV) (p.104)				
	413-2 Operations with significant actual and potential negative impacts on local communities	There are no operations that have significant actual and potential negative impacts on local communities.				
<b>GRI 203: Indirect Economic Impacts 2016</b>	203-1 Infrastructure investments and services supported	Our Community Shared Value (CSV) (p.104)				5.4, 9.1, 9.4, 11.2
	203-2 Significant indirect economic impacts	Our Community Shared Value (CSV) (p.104)				1.2, 1.4, 3.8, 8.2, 8.5

# SASB Content Index

## SASB STANDARD – Healthcare Delivery

Accounting Metric	Category	Unit of Measure	Code	Report Section(s) or Direct Response
<b>Energy Management</b>				
(1) Total energy consumed, (2) Percentage grid electricity, (3) Percentage renewable	Quantitative	Gigajoules (GJ), Percentage (%)	HC-DY-130a.1	Energy Management (p.85)
<b>Waste Management</b>				
Total amount of medical waste, percentage (a) incinerated, (b) recycled or treated, and (c) landfilled	Quantitative	Metric tons (t)	HC-DY-150a.1	Waste Management (p.87)
Total amount of: (1) hazardous and (2) non-hazardous pharmaceutical waste, percentage (a) incinerated, (b) recycled or treated, and (c) landfilled	Quantitative	Metric tons (t), Percentage (%)	HC-DY-150a.2	Waste Management (p.87)
<b>Patient Privacy &amp; Electronic Health Records</b>				
Description of policies and practices to secure customers' protected health information (PHI) records and other personally identifiable information (PII)	Discussion and Analysis	Metric tons (t)	HC-DY-150a.1	IDH has improved customer data protection by conducting and implementing security configuration assessment, multi factor authentication for administrative access, and applying AAA model for all network and Security devices. Additionally, IDH has initiated a security user awareness campaign. By implementing proactive monitoring measures for the Wide Area Network (WAN) connections in 2022, IDH can minimise downtime and enhance the overall performance and reliability of its WAN infrastructure.
(1) Number of data breaches, (2) percentage involving (a) personally identifiable information (PII) only and (b) protected health information (PHI), (3) number of customers affected in each category, (a) PII only and (b) PHI	Quantitative	Number, Percentage (%)	HC-DY-230a.3	Zero



## SASB STANDARD – Healthcare Delivery

Accounting Metric	Category	Unit of Measure	Code	Report Section(s) or Direct Response
Total amount of monetary losses because of legal proceedings associated with data security and privacy	Quantitative	EGP	HC-DY-230a.4	Zero
<b>Access for Low-Income Patients</b>				
Discussion of strategy to manage the mix of patient insurance status	Discussion and Analysis	n/a	HC-DY-240a.1	IDH facilitates access to non-occupational medical and healthcare services for workers. They provide financial reductions for workers affiliated with certain government ministries and offer voluntary health promotion services and programs for IDH workers and unions, such as the Advocates or Doctors Syndicates. Additionally, IDH collaborates with the Egyptian Red Crescent program for emergencies.
Amount of Medicare Disproportionate Share Hospital (DSH) adjustment payments received	Quantitative	EGP	HC-DY-240a.2	Not applicable- IDH does not operate Hospitals
<b>Quality of Care &amp; Patient Satisfaction</b>				
Average Hospital Value-Based Purchasing Total Performance Score and domain score, across all facilities	Quantitative	Number	HC-DY-250a.1	Not applicable- IDH does not operate Hospitals
Number of Serious Reportable Events (SREs) as defined by the National Quality Forum (NQF)	Quantitative	Number	HC-DY-250a.2	Not applicable- IDH does not operate Hospitals
Hospital-Acquired Condition (HAC) Score per hospital	Quantitative	Number	HC-DY-250a.3	Not applicable- IDH does not operate Hospitals
Excess readmission ratio per hospital	Quantitative	Ratio	HC-DY-250a.4	Not applicable- IDH does not operate Hospitals
Magnitude of readmissions payment adjustment as part of the Hospital Readmissions Reduction Program (HRRP)	Quantitative	EGP	HC-DY-250a.5	Not applicable- IDH does not operate Hospitals

## SASB STANDARD – Healthcare Delivery

Accounting Metric	Category	Unit of Measure	Code	Report Section(s) or Direct Response
<b>Management of Controlled Substances</b>				
Description of policies and practices to manage the number of prescriptions issued for controlled substances	Discussion and Analysis	n/a	HC-DY-260a.1	Not applicable – IDH does not issue prescriptions for controlled substances.
Percentage of controlled substance prescriptions written for which a prescription drug monitoring program (PDMP) database was queried	Quantitative	Percentage (%)	HC-DY-260a.2	Not applicable – IDH does not issue prescriptions for controlled substances.
<b>Pricing &amp; Billing Transparency</b>				
Description of policies or initiatives to ensure that patients are adequately informed about price before undergoing a procedure	Discussion and Analysis	n/a	HC-DY-270a.1	IDH aims to be as transparent as possible about the pricing of its services. Pricing information for all tests is publicly available online on our website.
Discussion of how pricing information for services is made publicly available	Discussion and Analysis	n/a	HC-DY-270a.2	See response to HC-DY-270a.1
Number of the entity's 25 most common services for which pricing is publicly available, percentage of total services performed (by volume) that these represent	Quantitative	Number, Percentage (%)	HC-DY-270a.3	The prices of the tests are easily accessible to our customers through branch visits or our call center, and they account for approximately 66% of the total tests conducted in 2022.
<b>Employee Health &amp; Safety</b>				
(1) Total recordable incident rate (TRIR) and (2) days away, restricted, or transferred (DART) rate	Quantitative	Rate	HC-DY-320a.1	Workforce Indicators (p.116)
<b>Employee Recruitment, Development &amp; Retention</b>				
(1) Voluntary and (2) involuntary turnover rate for: (a) physicians, (b) non-physician health care practitioners, and (c) all other employees	Quantitative	Rate	HC-DY-330a.1	Workforce Indicators (p.116)
Description of talent recruitment and retention efforts for healthcare practitioners	Discussion and Analysis	n/a	HC-DY-330a.2	IDH is committed to retaining and developing its employees through a well-developed and comprehensive code of conduct, along with policies related to workforce management, recruitment, training, grievances, and performance evaluation, among others. These policies are regularly updated, with several updates made in 2022 to ensure that they remain contemporary and effective.

## SASB STANDARD – Healthcare Delivery

Accounting Metric	Category	Unit of Measure	Code	Report Section(s) or Direct Response
<b>Climate Change Impacts on Human Health &amp; Infrastructure</b>				
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	Discussion and Analysis	n/a	HC-DY-450a.1	Climate Change Risk Management and Strategy (p.81)
Percentage of healthcare facilities that comply with the Centres for Medicare and Medicaid Services (CMS) Emergency Preparedness Rule	Quantitative	Percentage (%)	HC-DY-450a.2	IDH provides diagnostic information services and does not maintain healthcare facilities subject to the CMS Emergency Preparedness Rule.
<b>Fraud &amp; Unnecessary Procedures</b>				
Total amount of monetary losses because of legal proceedings associated with Medicare and Medicaid fraud under the False Claims Act	Quantitative	EGP	HC-DY-510a.1	Zero

# Alignment with the Integrated Reporting <IR> Framework

This Report is written in accordance with the International Integrated Reporting Framework. This Framework covers both guiding principles and content elements.

Guiding Principles	Our Approach	Cross Reference
<b>A. Strategic focus and future orientation</b>	The structure of this report revolves around IDH's value creation strategy and approach, including information on how this strategy is being implemented, and the anticipated performance.	About IDH (p.9); Approach to Sustainability (p.25)
<b>B. Connectivity of information</b>	This report establishes a clear link between IDH's operating environment, strategy, performance, as well as key risks and opportunities.	IDH's Journey over the Years (p.24)
<b>C. Stakeholder relationships</b>	The main stakeholder groups of IDH are identified in this report, along with an examination of the relationships between these groups and the organisation.	Engaging with our Stakeholders (p.28)
<b>D. Materiality</b>	The areas and material topics that have the greatest impact on IDH and its stakeholders are the primary focus of this report and are the basis of the report's structure. These areas are defined as the ones where the organisation believes it can generate the most value.	Materiality Assessment (p.31)
<b>E. Conciseness</b>	To ensure focused content, IDH employs a materiality principle. As a standalone document, this report in addition to IDH's 2022 Annual Report, contain sufficient information for stakeholders to make decisions or form opinions.	About the Report (p.7)
<b>F. Reliability and completeness</b>	Before publication, all information undergoes internal review, approval by the Executive Board, and external assurance. This process ensures a proper balance and emphasis on both positive and negative topics.	About the Report (p.7)
<b>G. Consistency and comparability</b>	This is IDH's first Sustainability Report using the IR Framework. Where possible, data is shown in context, with comparisons to the previous year's performance.	About the Report (p.7)



Content Elements	Cross Reference
A. Organizational overview and external environment	About IDH (p.9)
B. Governance	Sound Governance (p.37)
C. Business model	About IDH (p.9)
D. Risks and opportunities	Sound Governance (p.37)
E. Strategy and resource allocation	Approach to Sustainability (p.25); Sound Governance (p.37)
F. Performance	Approach to Sustainability (p.25); Business for Good (p.59)
G. Outlook	Approach to Sustainability (p.25)
H. Basis of preparation and presentation	About the Report (p.7)
I. General reporting guidance	About the Report (p.7)

# UNGC Content Index

Principle	Description	Report Section(s)
Human Rights		
Principle 1	Businesses should support and respect the protection of internationally proclaimed human rights.	Business Ethics and Integrity (p.47)
Principle 2	Businesses should make sure they are not complicit in human rights abuses.	
Labour		
Principle 3	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	GRI 2-3 (p.122)
Principle 4	Businesses should uphold the elimination of all forms of forced and compulsory labour	Business Ethics and Integrity (p.47)
Principle 5	Businesses should uphold the effective abolition of child labour.	
Principle 6	Businesses should uphold the elimination of discrimination in respect of employment and occupation.	Employee Engagement, Diversity, and Inclusion (p.98)
Environment		
Principle 7	Businesses should support a precautionary approach to environmental challenges.	Climate Change Governance (p.80)
Principle 8	Businesses should undertake initiatives to promote greater environmental responsibility.	Environmental and Social Supplier Assessment (p.76)
Energy Management (p.70)	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	
Anti-corruption		
Principle 10	Businesses should work against corruption in all its forms, including extortion and bribery.	Business Ethics and Integrity (p.47)

# TCFD Content Index

TCFD Recommendation	Report Section(s) (or direct answer)
<b>Governance</b>	
a. Describe the board's oversight of climate-related risks and opportunities.	Climate Change Governance (p.80)
b. Describe management's role in assessing and managing climate-related risks and opportunities.	Climate Change Governance (p.80)
<b>Strategy</b>	
a. Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	Climate Change Risk Management & Strategy (p.81)
b. Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.	Climate Change Risk Management & Strategy (p.81)
c. Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	Climate Change Risk Management & Strategy (p.81)
<b>Risk Management</b>	
a. Describe the organization's processes for identifying and assessing climate-related risks.	Climate Change Risk Management & Strategy (p.81)
b. Describe the organization's processes for managing climate-related risks.	Climate Change Risk Management & Strategy (p.81)
c. Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	Climate Change Risk Management & Strategy (p.81)
<b>Metrics and Targets</b>	
a. Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	Carbon Metrics and Targets (p.82)
b. Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	Carbon Metrics and Targets (p.82)
c. Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	Carbon Metrics and Targets (p.82)