

# **SUSTAINABLE DEVELOPMENT REPORT: GRI G4 INDEX**

for the year ended 31 March 2016

# GRI G4 DISCLOSURE INDEX

The disclosure index below identifies the location of the general and specific standard disclosures required by the G4 Sustainability Reporting Guidelines developed by the Global Reporting Initiative (“GRI G4”), although all may not be entirely in accordance with the GRI guidelines. The Sustainable Development Report is aligned with the core “in accordance” option of the GRI G4 guidelines.

The references included in the index refer to sections of the Sustainable Development Report or the Company’s integrated annual report in respect of the financial year ended 31 March 2016, also published on the Company’s website at [www.mediclinic.com](http://www.mediclinic.com).

This disclosure index further includes certain additional disclosures to the extent that such disclosures have not been addressed in either of the aforementioned reports.

Although many of the GRI G4 disclosures have been reported on by the Company, this disclosure index includes the Group’s general standard disclosures and the material specific standard disclosures, based on the Company’s materiality assessment referred to on page 18 of the **Sustainable Development Report**.

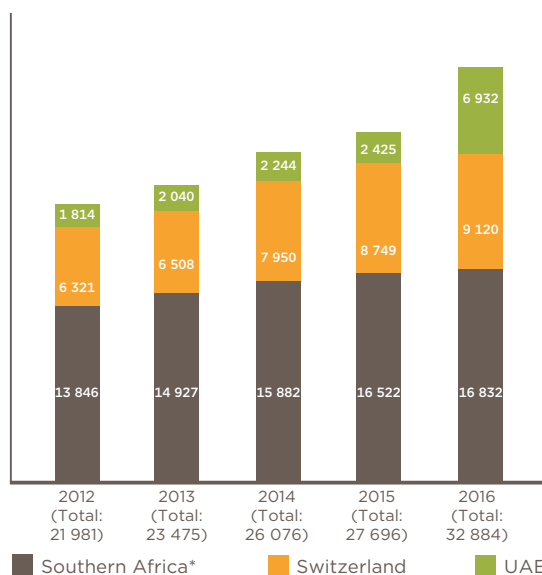
Reference to the assurance of the various aspects is not included in this index. Please refer to the section in the Sustainable Development Report explaining the Group’s combined assurance model, as referred to in the index below next to G4-32 and G4-33.

GRI G4 DISCLOSURE REFERENCE	DESCRIPTION	SECTION OF REPORT	PAGE REFERENCE
<b>GENERAL STANDARD DISCLOSURES</b>			
<b>STRATEGY AND ANALYSIS</b>			
G4-1	CEO statement on sustainability	Sustainable Development Report: <ul style="list-style-type: none"> <li>Letter from the Chief Executive Officer</li> </ul>	1
G4-2	Description of key impacts, risks and opportunities	Integrated Annual Report: <ul style="list-style-type: none"> <li>Our Strategy, Progress and Aims</li> <li>Chief Executive Officer’s Review</li> <li>Risk Management, Principal Risks and Uncertainties (including viability statement)</li> <li>Clinical Performance and Sustainability Committee Report</li> <li>Clinical Services Overview</li> </ul> Sustainable Development Report: <ul style="list-style-type: none"> <li>Our Material Issues</li> </ul>	18 8 24 104 30 18
<b>ORGANISATIONAL PROFILE</b>			
G4-3	Name; primary brands, products and services; location of headquarters; countries where organisation operates; nature of ownership and legal form; markets served; scale of the organisation	Integrated Annual Report: <ul style="list-style-type: none"> <li>At a Glance</li> <li>Business Model</li> <li>Market Overview</li> </ul>	3
G4-4			14
G4-5			16
G4-6		Sustainable Development Report: <ul style="list-style-type: none"> <li>Corporate Overview</li> </ul>	3
G4-7			
G4-8			
G4-9			

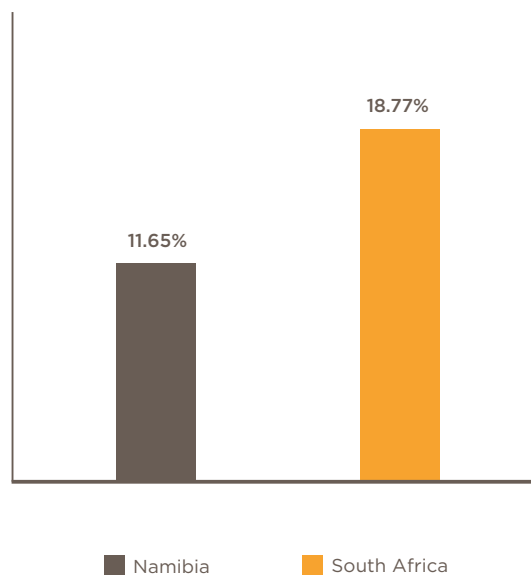
GRI G4 DISCLOSURE REFERENCE	DESCRIPTION	SECTION OF REPORT	PAGE REFERENCE
-----------------------------	-------------	-------------------	----------------

G4-10 G4-11	Workforce composition; percentage of workforce covered by collective bargaining agreements	Please refer to additional disclosures in <b>Figure 1</b> and <b>Figure 2</b>	
----------------	--	---	--

**FIGURE 1: WORKFORCE COMPOSITION**



**FIGURE 2: PERCENTAGE OF MEDICLINIC SOUTHERN AFRICA EMPLOYEES COVERED BY COLLECTIVE BARGAINING AGREEMENTS**



\* The 2012 and 2013 employee numbers of Mediclinic Southern Africa are not comparable to the employee numbers since 2014, which now also include the employees of ER24, a wholly-owned subsidiary (previously excluded).

\*\* The 2016 employee numbers for the UAE include Mediclinic Middle East and Al Noor, and are therefore not comparable to previous years.

G4-12	Description of organisation's supply chain	Please refer to additional disclosure below.	
-------	--	--	--

In order to deliver Mediclinic's services, it is dependent on a large and diverse range of suppliers, who form an integral part of the Group's ability to provide quality hospital care. Mediclinic believes in building long-term relationships with suitable suppliers, establishing a relationship of mutual trust and respect. Regular meetings are held with suppliers to ensure continuity of service. The Group relies on its suppliers to deliver products and services of the highest quality in line with Mediclinic's standards. Various other criteria play an important role in selecting suppliers, such as: compliance with applicable international and local quality standards, price, compliance with appropriate specifications suited for the Group's markets, stability of the organisation and the relevant equipment brand, good-quality and cost-effective solutions, support network, technical advice and training philosophy. In Southern Africa, the BBBEE status of a supplier is also a factor in the selection process. An enterprise and supplier development strategy specific to procurement is being developed in South Africa to enhance BBBEE reporting.

The availability of products and services is imperative in enabling the Group to deliver quality care to its patients, and therefore an important criterion in its supplier selection process. Although not always the case, this often leads to local suppliers being preferred, which also adds to better and faster service delivery and knowledge of local laws and regulations, particularly with regard to pharmaceutical products. In Southern Africa 96% of procurement is done with local suppliers or the local agents of international suppliers. Similarly, in Switzerland approximately 90% of the procurement is from local suppliers or agents of international suppliers. Hirslanden's central logistics platform (Zenlop), which is now in full operation, will help to increase the portion of direct imports on a more cost-effective basis and the distribution to the hospitals based on their daily needs. In Dubai all international suppliers and manufacturers are required by law to operate through local agents. As such Mediclinic Middle East is legally required to procure from local suppliers or agents, except in cases where a product is not available in the UAE, where permission to import from foreign vendors is granted. Mediclinic Middle East procures approximately 97% of its supplies from local agents.

GRI G4 DISCLOSURE REFERENCE	DESCRIPTION	SECTION OF REPORT	PAGE REFERENCE
G4-12 (continued)	<p>Because of the geographic spread of the Group's operations, the potential of possible cost savings, less administration and improved efficiency, Mediclinic has initiated international procurement initiatives with the aim of unlocking synergies and implementing standardisation for the greater benefit of the Group. Since the appointment of the Group Procurement Executive in 2013, the international procurement initiatives have gained momentum, which include:</p> <ul style="list-style-type: none"> <li>• better prices through pooling of capital equipment purchases across the three platforms;</li> <li>• volume bonus agreements with key capital equipment suppliers; and</li> <li>• direct importing and distribution of more cost-effective surgical and consumable products.</li> </ul> <p>The Group is making good progress with its strategy to rationalise the number of suppliers to enable growth with selected key partners and thereby strengthen negotiations.</p> <p>International consolidated data comparisons and spend pattern analysis remain a key driver of international procurement. Mediclinic is implementing an information management strategy to support the key strategic objective of international procurement.</p> <p>Any form of perverse incentives is prohibited and the Group's ethics lines are available to all suppliers. Centralised procurement decision at corporate office prevents staff and doctors at hospital level from influencing procurement. Staff members involved in the purchasing of equipment or consumables are also bound to strict ethical principles and corporate policies related to gifts and invitations ensuring that an impeccable standard of integrity is maintained in the Group's supplier relationships.</p> <p>Annual Supplier of the Year award ceremonies are established in Southern Africa and the UAE, recognising the important role of suppliers in the Group's business and honouring their service excellence.</p> <p><b>Southern Africa</b> Formal and uniform procurement processes apply with regard to tenders, contracting and preferred supplier agreements to promote a transparent procurement process and the application of sound supplier selection criteria. Mediclinic Southern Africa completed the process of encapsulating the full spectrum of procurement services, consisting of pharmaceutical, capital and support services into one department from April 2015. A fully supportive function was established in this new procurement department. The focus is to drive standardisation of the procurement systems, efficiency, service delivery and cost savings. The electronic tender system that previously focused on pharmaceutical products (excluding medicine) was expanded to other procurement projects within the greater department. This system allows for more accurate tender scoring and promotes transparency in the procurement process.</p> <p><b>Switzerland</b> A transparent procurement process from planning, tenders, contracting and order process is in place. The full spectrum of procurement (pharmaceutical, capital and support services) is coordinated by one department. The interaction and cooperation with preferred suppliers have been increased. This resulted in better services and support. The standardisation process with the establishment of expert boards is proving successful in terms of the reduction in the number of parts and better procurement conditions.</p> <p>The ability to import, store and distribute products effectively is a crucial enabler for the procurement initiatives. A central warehousing and logistics project has been completed in Hirslanden which is providing access to additional supply chains and improving negotiations with suppliers.</p> <p><b>UAE</b> Mediclinic Middle East also facilitates interaction between suppliers and doctors by offering suppliers the opportunity to co-host CME (continuous medical education) events. Mediclinic Middle East maintains high levels of communication and professional working relationships by formalising its supplier evaluations in a detailed and structured manner.</p> <p>The Federal Ministry of Health regulates the profit margins on local registered medication by centrally controlling the cost price and selling price of medication. Mediclinic Middle East's central medical store serves as a central logistics platform for the operational units and supplies them with their daily medical material and medication needs. The centralised store realises efficiencies and savings in overall inventory, staffing and processes related to the supply chain in the UAE. The medical store has commenced with and will further explore import opportunities and medical agencies for the Middle East operations.</p> <p>The Mediclinic Middle East and Al Noor procurement operations are in the process of aligning to ensure product standardisation as well as cost and process efficiencies in the supply chain.</p> <p>The procurement operations of the entire Middle East operations align with the Group's international procurement initiatives to ensure that international projects get the best cost-saving outcomes through local participation.</p>		

GRI G4 DISCLOSURE REFERENCE	DESCRIPTION	SECTION OF REPORT	PAGE REFERENCE
G4-13	Significant changes regarding size, structure, ownership or supply chain	Integrated Annual Report: <ul style="list-style-type: none"> <li>• Report Profile</li> <li>• About the Al Noor Combination</li> <li>• Chief Executive Officer's Review</li> <li>• Chairman's Statement</li> </ul>	1 11 8 6
<b>Commitments to external initiatives</b>			
G4-14	Description of how precautionary approach is addressed by the organisation.	Integrated Annual Report: <ul style="list-style-type: none"> <li>• Risk Management, Principal Risks and Uncertainties (including viability statement)</li> </ul>	24
G4-15	Externally developed economic, environmental and social charters, principles or other initiatives to which the organisation subscribes or which it endorses	Sustainable Development Report: <ul style="list-style-type: none"> <li>• Reporting guidelines</li> <li>• Assurance</li> </ul>	2 50
G4-16	Memberships of associations	Sustainable Development Report: <ul style="list-style-type: none"> <li>• Stakeholder engagement: industry associations</li> </ul>	15
<b>IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES</b>			
G4-17	List of entities included in the organisations' consolidated annual financial statements	Integrated Annual Report: <ul style="list-style-type: none"> <li>• Report profile</li> </ul>	1
G4-18	Process for defining report content	Integrated Annual Report: <ul style="list-style-type: none"> <li>• Report profile</li> </ul>	1
G4-19	List all material aspects identified in the process for defining report content	All material aspects are listed in this index under Material Specific Standard Disclosures	
G4-20 G4-21	Aspect boundary for each material aspect within and outside the organisation	This is dealt with in the reporting of each material aspect	
G4-22	Effect of any restatements of information provided in previous reports	Not applicable	
G4-23	Significant changes from previous reporting periods in the scope and aspect boundaries	None	
<b>STAKEHOLDER ENGAGEMENT</b>			
G4-24 G4-25 G4-26 G4-27	List of stakeholder groups engaged by organisation; basis for identification and selection of stakeholders with whom to engage; approaches to stakeholder engagement; key topics and concerns that have been raised through stakeholder engagement and how organisation responded	Sustainable Development Report: <ul style="list-style-type: none"> <li>• Stakeholder engagement</li> </ul>	9

GRI G4 DISCLOSURE REFERENCE	DESCRIPTION	SECTION OF REPORT	PAGE REFERENCE
<b>REPORT PROFILE</b>			
G4-28 G4-29 G4-30 G4-31	Reporting period; date of previous report; reporting cycle; contact point	Integrated Annual Report: • Report profile  Sustainable Development Report: • Governance of sustainable development	1   8
GRI content index			
G4-32	Report option, location of the GRI disclosures and reference to external assurance	Sustainable Development Report: • Report Overview • Assurance	2 50
Assurance			
G4-33	Policy and practice regarding external assurance	Integrated Annual Report: • Report profile  Sustainable Development Report: • Assurance	1   50
<b>GOVERNANCE</b>			
Governance structure and composition			
G4-34 G4-35 G4-36 G4-37 G4-38 G4-39 G4-40 G4-41	Governance structure of the organisation, including any committees responsible for decisions on economic, environmental and social impacts; process for delegating authority for economic, environmental and social topics; executive-level person responsible for economic, environmental and social topics; process for consultation between stakeholders and highest governing body on economic, environmental and social topics; composition of highest governance body and its committees; indication if Chairman is also executive; nomination and selection process for highest governance body; processes of highest governance body for management of conflicts of interest	Integrated Annual Report: • Corporate Governance Statement  Sustainable Development Report: • Governance of Sustainable Development	64   8
Highest governance body's role in setting purpose, values and strategy			
G4-42	Highest governance body's and senior executives' role in setting organisation's purpose, values, strategies, policies or goals related to economic, environmental and social impacts	Integrated Annual Report: • Investment Case • Business Model • Clinical Performance and Sustainability Committee Report  Sustainable Development Report: • Management approach	13 14 104  8
Highest governance body's competencies and performance evaluation			
G4-43 G4-44	Measures taken to develop and enhance the highest governance body's collective knowledge of economic, environmental and social topics; processes for evaluating highest governance body's own performance, particularly with regard to economic, environmental and social topics	Integrated Annual Report: • Corporate Governance Statement: Board, committee and director evaluations • Clinical Performance and Sustainability Committee Report	64 104

GRI G4 DISCLOSURE REFERENCE	DESCRIPTION	SECTION OF REPORT	PAGE REFERENCE
Highest governance body's role in risk management			
G4-45 G4-46 G4-47	Highest governance body's role in identification and management of economic, environmental and social impacts, risks and opportunities; review of the effectiveness of the organisation's risk management processes; frequency of review of impacts, risks and opportunities	Integrated Annual Report: • Risk Management, Principal Risks and Uncertainties (including viability statement)	24
Highest governance body's role in sustainability reporting			
G4-48	Highest committee or position that formally reviews and approves the organisation's sustainability report	Integrated Annual Report: • Clinical Performance and Sustainability Committee Report	104
Highest governance body's role in evaluating economic, environmental and social performance			
G4-49 G4-50	Process for communicating critical concerns and nature and total number of critical concerns	Integrated Annual Report: • Clinical Performance and Sustainability Committee Report	104
Remuneration and incentives			
G4-51 G4-52 G4-53 G4-54 G4-55	Remuneration policies and linkage between performance criteria in remuneration policies and highest governance body's and senior executives' economic, environmental and social objectives; process for determining remuneration; how stakeholders' views are sought and taken into account regarding remuneration, including the results on the voting on remuneration policies; ratio of annual total compensation of highest paid individual to the median annual total compensation for all employees per country	Integrated Annual Report: • Remuneration Report	74
<b>ETHICS AND INTEGRITY</b>			
G4-56 G4-57 G4-58	Description of organisation's values and standards such as codes of conduct and codes of ethics; internal and external mechanisms for seeking advice on ethical and lawful behaviour, such as helplines; internal and external mechanisms for reporting concerns about unethical or unlawful behaviour, such as escalation through line management or whistle-blowing mechanisms	Integrated Annual Report: • Corporate Governance Statement	64
<b>MATERIAL SPECIFIC STANDARD DISCLOSURES</b>			
<b>MATERIAL ISSUE 1: PROVIDE QUALITY HEALTHCARE SERVICES</b>			
Aspect: Occupational health and safety			
LA6	Type of injury and rates of injury, occupational diseases, lost days and absenteeism, and number of work-related fatalities by region and by gender	Sustainable Development Report: • Material Issue 2: address shortage of healthcare practitioners (employee health and safety)	31
Aspect: Customer health and safety			
PR1	Percentage of significant product and service categories for which health and safety impacts are assessed for improvement	Integrated Annual Report • Clinical Services Overview	30

GRI G4 DISCLOSURE REFERENCE	DESCRIPTION	SECTION OF REPORT	PAGE REFERENCE
-----------------------------	-------------	-------------------	----------------

Aspect: Product and service labelling

PR5	Results of surveys measuring customer satisfaction	Sustainable Development Report: <ul style="list-style-type: none"> <li>Stakeholder engagement: Patients</li> <li>Material Issue 1: provide quality healthcare services (key performance indicators: patient satisfaction)</li> </ul>	9 19
-----	--	--	---------

Aspect: Customer privacy

PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data	Integrated Annual Report: <ul style="list-style-type: none"> <li>Corporate Governance Statement: information security and customer privacy</li> </ul>	64
-----	---	---	----

Aspect: Compliance

PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services	Integrated Annual Report: <ul style="list-style-type: none"> <li>Corporate Governance Statement: compliance</li> </ul>	64
-----	--	--	----

#### KEY PRIORITY 2: ADDRESS SHORTAGE OF HEALTHCARE PRACTITIONERS

Aspect: Employment

LA1	Total number and rate of new employee hires and terminations, and employee turnover by age group, gender and region	Sustainable Development Report: <ul style="list-style-type: none"> <li>Material Issue 2: address shortage of healthcare practitioners (employee recruitment and retention)</li> </ul> <p>Please refer to additional disclosure relating to new employee hires and terminations in <b>Figure 3</b></p>	25
-----	---	---	----

**FIGURE 3: NEW EMPLOYEES VS EMPLOYEE TERMINATIONS**

	2013	2014	2015	2016
<b>Southern Africa</b>				
New employees	2 657	2 681	2 767	<b>2 514</b>
Employee terminations	1 452	1 451	1 196	<b>1 137</b>
<b>Switzerland</b>				
New employees	1 270	1 596	2 093	<b>2 294</b>
Employee terminations	982	1 108	1 185	<b>1 788</b>
<b>UAE</b>				
New employees	417	427	460	<b>393</b>
Employee terminations	193	226	277	<b>311</b>



GRI G4 DISCLOSURE REFERENCE	DESCRIPTION	SECTION OF REPORT	PAGE REFERENCE
Aspect: Training and education			
LA10	Programmes for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	Sustainable Development Report: <ul style="list-style-type: none"> <li>Material Issue 2: address shortage of healthcare practitioners (training and skills development)</li> </ul>	28
<b>MATERIAL ISSUE 3: CREATING AND SUSTAINING SHAREHOLDER VALUE</b>			
Aspect: Economic performance			
EC1	Direct economic value generated and distributed	Integrated Annual Report: <ul style="list-style-type: none"> <li>Business Model: business outcomes</li> </ul>	14
<b>MATERIAL ISSUE 4: RESPONSIBLE USE OF NATURAL RESOURCES</b>			
Aspect: Energy			
EN3 EN5 EN6	Energy consumption within the organisation; energy intensity; reduction of energy consumption	Sustainable Development Report: <ul style="list-style-type: none"> <li>Material Issue 4: responsible use of natural resources (energy efficiency)</li> </ul>	41
Aspect: Emissions			
EN15 EN16 EN17 EN18	Direct greenhouse gas (GHG) emissions (scope 1); indirect GHG emissions (scope 2); other indirect GHG emissions (scope 3)	Sustainable Development Report: <ul style="list-style-type: none"> <li>Material Issue 4: responsible use of natural resources (carbon emissions)</li> </ul>	38
Aspect: Products and services			
EN27	Extent of impact mitigation of environmental impact of products and services	Sustainable Development Report: <ul style="list-style-type: none"> <li>Material Issue 4: responsible use of natural resources (why this is important to the business)</li> </ul>	36
Aspect: Compliance			
EN29	Monetary value of fines and number of non-monetary sanctions for non-compliance with environmental laws and regulations	Integrated Annual Report: <ul style="list-style-type: none"> <li>Corporate Governance Statement: compliance</li> </ul>	64

GRI G4 DISCLOSURE REFERENCE	DESCRIPTION	SECTION OF REPORT	PAGE REFERENCE
-----------------------------	-------------	-------------------	----------------

**MATERIAL ISSUE 5: GOVERNANCE AND CORPORATE SOCIAL RESPONSIBILITY**

Aspect: Diversity and equal opportunity

LA12	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership and other indicators of diversity	<p>Integrated Annual Report</p> <ul style="list-style-type: none"> <li>Directors' Report: employees</li> </ul> <p>Please refer to additional disclosures relating to workforce composition by age in <b>Figure 4</b></p>	120
------	---	--	-----

**FIGURE 4: WORKFORCE COMPOSITION BY AGE (G4-LA12)**

	2012		2013		2014		2015		2016	
	Number	%	Number	%	Number	%	Number	%	Number	%
<b>Southern Africa*</b>										
< 30 years	2 977	21.50%	3 295	22.07%	3 431	21.60%	3 406	20.61%	<b>3 283</b>	<b>19.50%</b>
30-50 years	7 956	57.46%	8 858	59.34%	9 557	60.18%	10 130	61.31%	<b>10 458</b>	<b>62.09%</b>
> 50 years	2 913	21.04%	2 774	18.58%	2 894	18.22%	2 986	18.07%	<b>3 098</b>	<b>18.41%</b>
<b>Switzerland</b>										
< 30 years	1 233	19.51%	1 121	18.73%	1 929	24.26%	2 378	27.18%	<b>2 577</b>	<b>28%</b>
30-50 years	3 681	58.23%	3 491	58.34%	4 407	55.43%	4 531	51.79%	<b>4 629</b>	<b>51%</b>
> 50 years	1 407	22.26%	1 372	22.93%	1 614	20.30%	1 840	21.03%	<b>1 914</b>	<b>21%</b>
<b>UAE</b>										
< 30 years	410	22.60%	432	21.18%	441	19.65%	458	18.89%	<b>454</b>	<b>18.11%</b>
30-50 years	1 233	67.97%	1 404	68.82%	1 570	69.96%	1 703	70.22%	<b>1 768</b>	<b>70.52%</b>
> 50 years	171	9.43%	204	10.00%	233	10.38%	264	10.89%	<b>285</b>	<b>11.37%</b>

Aspect: Non-discrimination

HR3	Total number of incidents of discrimination and actions taken	During the year, no material incidents of discrimination, violations involving rights of indigenous peoples and/or human rights reviews or impact assessments were observed or reported throughout the Group.	
-----	---	---	--

Aspect: Local communities

SO1	Percentage of operations with implemented local community engagement, impact assessments and development programmes	<p>Sustainable Development Report:</p> <ul style="list-style-type: none"> <li>Stakeholder engagement: Community</li> <li>Material Issue 5: governance and corporate social responsibility (corporate social investment)</li> </ul>	17 48
-----	---	--	----------

Aspect: Anti-corruption

SO5	Confirmed incidents of corruption and actions taken	<p>Integrated Annual Report:</p> <ul style="list-style-type: none"> <li>Corporate Governance Statement: fraud and corruption</li> </ul>	64
-----	---	---	----

GRI G4 DISCLOSURE REFERENCE	DESCRIPTION	SECTION OF REPORT	PAGE REFERENCE
Aspect: Anti-competitive behaviour			
SO7	Total number of legal actions for anti-competitive behaviour, anti-trust and monopoly practices and their outcomes	Integrated Annual Report: <ul style="list-style-type: none"> <li>Corporate Governance Statement: competition laws</li> </ul>	64
Aspect: Compliance			
SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations	Integrated Annual Report: <ul style="list-style-type: none"> <li>Corporate Governance Statement: compliance</li> </ul>	64
<b>OTHER SPECIFIC STANDARD DISCLOSURES</b>			
<b>CATEGORY: ECONOMIC</b>			
Aspect: Economic performance			
EC2	Financial implications and other risks and opportunities for the organisation's activities due to climate change	Sustainable Development Report: <ul style="list-style-type: none"> <li>Material Issue 4: responsible use of natural resources (why this is important to the business)</li> </ul>	36
EC3	Coverage of the organisation's defined benefit plan obligations	Please refer to additional disclosure below	
	<p>The Group offers membership to a defined contribution fund for the benefit of its Mediclinic Southern Africa employees and a defined benefit fund for its Hirslanden employees, the assets of which are held in separate trustee-administered funds and in terms whereof the Group pays fixed contributions into a separate entity. The Group has no legal or constructive obligations to pay further contributions if the fund does not hold sufficient assets to pay all employees the benefits relating to employee service in the current and prior periods. The Group's contribution to these plans is charged to the income statement in the year to which they relate. In Southern Africa the employee contribution ranges from 5% to 7.5%, while the employer contribution ranges between 6% and 9%. In Switzerland the employee contribution ranges from 6.5% to 15.5%, while the employer contribution ranges between 9.5% and 15.5%. The retirement benefits of expatriate employees of Mediclinic Middle East in the UAE are limited by federal law to the provision of severance pay calculated according to a specified formula. Employees who are UAE nationals are entitled to enrol in the national pension scheme. A total contribution of 20% of the pensionable salary is required for every UAE national employed in the company, with the employee contributing 5%, the employer 12.5% and government 2.5%.</p>		
EC4	Financial assistance received from government	Sustainable Development Report: <ul style="list-style-type: none"> <li>Stakeholder engagement: Government and authorities</li> </ul>	14
Aspect: Market presence			
EC5	Ratios of standard entry-level wage by gender compared to local minimum wage at significant locations of operation	Sustainable Development Report: <ul style="list-style-type: none"> <li>Material Issue 2: address shortage of healthcare practitioners (remuneration and recognition of staff)</li> </ul>	27

GRI G4 DISCLOSURE REFERENCE	DESCRIPTION	SECTION OF REPORT	PAGE REFERENCE
EC6	Proportion of senior management hired from the local community at locations of significant operation	Please refer to additional disclosure below	
	<p>Due to the unique circumstances that apply in each of the operating platforms, the Group does not have a uniform approach towards local hiring. In Southern Africa and Switzerland, the Group is committed to providing employment and development opportunities to citizens of the country (or countries of the EU-25 in the case of Switzerland) in which the business unit is located, and employment of a foreign national will only be considered where no suitable local candidates with permanent residence can be found. In Southern Africa, however, a foreign recruitment drive is in place due to the critical skills and nurse shortage, with Mediclinic Southern Africa employing 251 nurses from India in 23 South African hospitals. In terms of Mediclinic Southern Africa's policy governing the employment of non-South African permanent residents within its locations of operation, the employment of non-South African permanent residents is only considered for critical skills candidates where a South African permanent resident cannot be sourced following external advertising.</p> <p>In Dubai, the majority of employees are not UAE nationals and the workforce is represented by 73 nationalities. However, Mediclinic Middle East supports the government's Emiratisation programme, which aims to see its citizens employed in a meaningful and efficient manner. Attracting UAE nationals to work in the private healthcare sector has been a challenge since Mediclinic Middle East started its Emiratisation campaign in 2007. The group's strategy is therefore to focus on training and education. Mediclinic Middle East offers support to the UAE's Emiratisation programme by participating in the Majid Bin Mohammed UAE National Training Initiative. The programme involves offering a three-month coaching programme to selected UAE nationals where they are assigned in specific areas, such as human resources, patient administration, information technology and marketing, and from there offer suitable positions within the group whenever possible. Mediclinic Middle East has also been invited by the Dubai Healthcare City to partner with them in their support of Tanmia, the National Human Resource Development and Employment Authority, in order to help increase the number of Emiratis working in the healthcare sector. One UAE national also serves on the Mediclinic Middle East/Al Noor senior management team that consists of nine members.</p>		
Aspect: Indirect economic impacts			
EC7	Development and impact of infrastructure investments and services supported	Sustainable Development Report: <ul style="list-style-type: none"> <li>• Stakeholder Engagement: Community</li> </ul>	17
EC8	Significant indirect economic impacts, including the extent of impacts	Sustainable Development Report: <ul style="list-style-type: none"> <li>• Material Issue 5: governance and corporate social responsibility (corporate social investment)</li> <li>• Material Issue 2: address shortage of healthcare practitioners (training and skills development)</li> </ul>	48  28
Aspect: Procurement practices			
EC9	Proportion of spending on local suppliers at significant locations of operation	See G4-12 above	

GRI G4 DISCLOSURE REFERENCE	DESCRIPTION	SECTION OF REPORT	PAGE REFERENCE
<b>CATEGORY: ENVIRONMENTAL</b>			
Aspect: Materials			
EN1 EN2	Materials used by weight or volume; percentage of materials used that are recycled input materials	Not reported	
Aspect: Energy			
EN4 EN7	Energy consumption outside the organisation; reductions in energy requirements of products and services	Sustainable Development Report: • Material Issue 4: responsible use of natural resources (energy efficiency)	41
Aspect: Water			
EN8 EN9 EN10	Total water withdrawal by source; water sources significantly affected by withdrawal of water; percentage and total volume of water recycled and reused	Sustainable Development Report: • Material Issue 4: responsible use of natural resources (water usage)	42
Aspect: Biodiversity			
EN11 EN12 EN13 EN14	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas; description of significant impacts of activities, products and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas; habitats protected or restored; number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk	Please refer to additional disclosure below	
<p>Environmental impact assessments are performed for all new building projects when required by legislation. This is a comprehensive and continuous process, but will enable the group to finally have an accurate database to manage its biodiversity impact. No new building projects in the financial year required an environmental impact assessment.</p> <p>None of the facilities of Hirslanden and Mediclinic Middle East are owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.</p>			
Aspect: Emissions			
EN19 EN20 EN21	GHG emissions intensity; reduction of GHG emissions; emissions of ozone-depleting substances (ODS); NOx, SOx and other significant air emissions	Sustainable Development Report: • Material Issue 4: responsible use of natural resources (carbon emissions)	38

GRI G4 DISCLOSURE REFERENCE	DESCRIPTION	SECTION OF REPORT	PAGE REFERENCE
Aspect: Effluents and waste			
EN22 EN23 EN24 EN25 EN26	Total water discharge by quality and destination; total number and volume of significant spills; total weight of waste by type and disposal method; weight of transported, imported, exported or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III and VIII, and percentage of transported waste shipped internationally; identity, size, protected status and biodiversity value of water bodies and related habitats significantly affected by the reporting organisation's discharges of water and runoff	Sustainable Development Report: <ul style="list-style-type: none"><li>Material Issue 4: responsible use of natural resources (waste management)</li></ul>	43
Aspect: Products and services			
EN28	Percentage of products sold and their packaging materials reclaimed	Not applicable	
Aspect: Transport			
EN30	Significant environmental impacts of transporting products and other goods and materials used for the organisation's operations, and transporting members of the workforce	Not applicable	
Aspect: Overall			
EN31	Total environmental protection expenditures and investments by type	Not reported	
Aspect: Supplier environmental assessment			
EN32 EN33	Percentage of new suppliers that were screened using environmental criteria; significant actual and potential negative environmental impact in the supply chain and actions taken	Not reported	
Aspect: Environmental grievance mechanisms			
EN34	Number of grievances about environmental impacts filed, addressed and resolved through formal grievance mechanisms	None	
<b>CATEGORY: SOCIAL (LABOUR PRACTICES AND DECENT WORK)</b>			
Aspect: Employment			
LA2	Benefits provided to full-time employees, that are not provided to temporary or part-time employees, by major operations	Sustainable Development Report: <ul style="list-style-type: none"><li>Material Issue 2: address shortage of healthcare practitioners (remuneration and recognition of staff)</li></ul>	27

GRI G4 DISCLOSURE REFERENCE	DESCRIPTION	SECTION OF REPORT	PAGE REFERENCE
-----------------------------	-------------	-------------------	----------------

LA3	Return to work retention rates after parental leave	Please refer to additional disclosure in <b>Figure 5</b>	
-----	---	--	--

**FIGURE 5: RETURN TO WORK AFTER MATERNITY LEAVE RETENTION RATES**

	2015		Retention rate	2016		Retention rate
	Number of employees on maternity leave	Number of employees that returned to work		Number of employees on maternity leave	Number of employees that returned to work	
Southern Africa	681	649	95%	734	711	97%
Switzerland	288	218	76%	381	n/a	n/a
UAE	84	74	88%	95	88	92.63%

LA4	Minimum notice period(s) regarding operational changes, including whether it is specified in collective agreements	The minimum notice period for significant operational changes, as provided in the employment contracts, is one month in Southern Africa, three months in Switzerland, and in the UAE it is three months for doctors, nurses and other clinical staff and managers and two months for administrative staff.	
-----	--	--	--

Aspect: Occupational health and safety

LA5 LA7 LA8	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programmes; workers with high incidence or high risk of diseases related to their occupation; health and safety topics covered in formal agreements with trade unions	Sustainable Development Report: <ul style="list-style-type: none"><li>Material Issue 2: address shortage of healthcare practitioners (employee health and safety)</li></ul>	31
-------------------	---	--	----

Aspect: Training and education

LA9 LA11	Average hours of training per year per employee by gender and employee category; percentage of employees receiving regular performance and career development reviews, by gender and employee category	Sustainable Development Report: <ul style="list-style-type: none"><li>Material Issue 2: address shortage of healthcare practitioners (training and skills development)</li></ul> Please refer to additional disclosure relating to performance reviews below.	29
-------------	--	---	----

Performance tracking discussions take place on a continuous basis throughout the Group. There is a dedicated commitment to optimise the quality of these discussions where expectations regarding performance and development are shared and personal development plans compiled accordingly. These discussions also provide the opportunity to translate the organisational strategic goals to individual employee objectives, activities and deliverables. Mediclinic Southern Africa continuously enhances the support provided to line managers, and recently launched an e-learning tool which helps new and existing managers to enhance their knowledge about the process in a self-paced manner.

Formal performance reviews are done bi-annually. During the past 12 months, 97% of employees received formal performance reviews, despite a change in the review cycle. This illustrates a well embedded process that is well supported through a communication plan to all stakeholders. In Hirslanden and Mediclinic Middle East 100% of employees received formal performance reviews during the year.

GRI G4 DISCLOSURE REFERENCE	DESCRIPTION	SECTION OF REPORT	PAGE REFERENCE
Aspect: Equal remuneration for women and men			
LA13	Ratio of basic salary and remuneration of men to women by employee category	Not reported	
Aspect: Supplier assessment for labour practices			
LA14	Percentage of new suppliers screened using labour practice criteria; significant actual and potential negative impacts for labour practices in the supply chain and actions taken	Not reported	
LA15			
Aspect: Labour practices grievance mechanisms			
LA16	Number of grievances about labour practices filed, addressed and resolved through formal grievance mechanisms	Not reported	
<b>CATEGORY: SOCIAL (HUMAN RIGHTS)</b>			
Aspect: Investment			
HR1	Total number and percentage of significant investment agreements and contracts that include human rights clauses or that have undergone human rights screening	Not reported	
HR2	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained	Sustainable Development Report <ul style="list-style-type: none"> <li>Material Issue 5: governance and corporate social responsibility (Broad-based Black Economic Empowerment)</li> </ul>	47
Aspect: Freedom of association and collective bargaining			
HR4	Operations and significant suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and actions taken to support these rights	Mediclinic has a formalised policy and guidelines to be implemented in the event of any workplace disruption through strikes or other industrial action to ensure that minimal disruption takes place at a locality. Many hospitals have little or no union representation and an elected workplace forum meets with management on a regular basis to ensure sound labour relations at hospital level.	
Aspect: Child labour and forced/compulsory labour			
HR5	Operations and significant suppliers identified as having significant risk for incidents of child labour, and measures taken to contribute to the effective abolition of child labour; operations and significant suppliers identified as having significant risk for incidents of forced/ compulsory labour, and measures taken to contribute to the elimination of all forms of forced/compulsory labour	Not applicable	
HR6			



GRI G4 DISCLOSURE REFERENCE	DESCRIPTION	SECTION OF REPORT	PAGE REFERENCE
Aspect: Security practices			
HR7	Percentage of security personnel trained in the organisation's policies or procedures concerning aspects of human rights that are relevant to operations	Not applicable	
Aspect: Indigenous rights			
HR8	Total number of incidents of violations involving rights of indigenous people and actions taken	See HR3 above	
Aspect: Assessment			
HR9	Total number and percentage of operations that have been subject to human rights reviews and/or impact assessments	See HR3 above	
Aspect: Supplier human rights assessment			
HR10	Percentage of new suppliers screened using human rights criteria	Not reported	
HR11	Significant actual and potential negative human rights impacts in the supply chain and actions taken	Not reported	
Aspect: Human rights grievance mechanisms			
HR12	Number of grievances related to human rights impact filed, addressed and resolved through formal grievance mechanisms	See HR3 above	
<b>CATEGORY: SOCIAL (SOCIETY)</b>			
Aspect: Local communities			
SO2	Operations with significant potential or actual negative impact on local communities	Not applicable	
Aspect: Anti-corruption			
SO3 SO4	Total number and percentage of operations assessed for risks related to corruption and the significant risks identified; communication and training on anti-corruption policies and procedures	Integrated Annual Report: • Corporate Governance Statement: fraud and corruption	64
Aspect: Public policy			
SO6	Total value of political contributions by country and recipient/beneficiary	Integrated Annual Report: • Corporate Governance Statement: political payments	64
Aspect: Supplier assessment for impacts on society			
SO9	Percentage of new suppliers screened using criteria for impacts on society	Website: • Slavery and human trafficking statement	
SO10	Significant actual and potential negative impacts on society in the supply chain and actions taken	Website: • Slavery and human trafficking statement	
Aspect: Grievance mechanism for impacts on society			
SO11	Number of grievances about impacts on society filed, addressed and resolved through formal grievance mechanisms	None	

GRI G4 DISCLOSURE REFERENCE	DESCRIPTION	SECTION OF REPORT	PAGE REFERENCE
<b>CATEGORY: SOCIAL (PRODUCT RESPONSIBILITY)</b>			
Aspect: Customer health and safety			
PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impact of products and services during their life cycle, by type of outcomes	Integrated Annual Report: <ul style="list-style-type: none"> <li>Corporate Governance Statement: compliance</li> </ul>	64
Aspect: Product and service labelling			
PR3	Type of product and service information required by the organisation's procedures for product and service information and labelling, and percentage of significant products and service categories subject to such information requirements	Not applicable	
PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labelling, by type of outcomes	None	
Aspect: Marketing communications			
PR6	Sale of banned or disputed products	Not applicable	
PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion and sponsorship by type of outcomes	Integrated Annual Report: <ul style="list-style-type: none"> <li>Corporate Governance Statement: compliance</li> </ul>	64