



**CLEOPATRA HOSPITALS**  
GROUP



# SUSTAINABILITY REPORT 2020



# TABLE OF CONTENTS

	2020 ESGI Metrics .....	2
	Message from the CEO .....	4
	Chairman's Note .....	6
	About Us .....	8
	2020 Sustainability Update .....	10
	Environmental Impact .....	11
	■ Water Consumption	
	■ Electricity Consumption	
	■ Waste Management	
	Social Responsibility .....	13
	■ Employees .....	16
	■ Community .....	20
	Governance .....	25
	■ Audit Committee	
	■ Medical Ethics & Quality Committee	
	■ Nomination and Remuneration Committee	







# 2020 ESGI Metrics

2020 ESGI M

Environment	2018	2019	2020
Water Usage (M3)	437.8	486.8	784.0
Energy Consumption (MwH)	11.1	12.3	11.0
Total Medical Wastage (in KGs)	321,987	330,761	427,584
Social			
Total Employees	4,348	5,159	4,628
% of women in the work force	40%	36%	36%
% of women in management	22%	24%	25%
Total Training Hours	6,524	6,909	6,524

etrics





## Message From the CEO

At Cleopatra Hospitals Group (CHG), we believe that our long-term success is derived from instilling integrity and sustainability into every business decision we make. We managed to revolutionize the Egyptian Healthcare industry by bringing high quality, integrated healthcare solutions to a large base of patients across an expanded geographic footprint in Greater Cairo, while placing the well-being of our patients, medical personnel, employees and visitors at the top of our priorities. CHG's mission is to leverage our highly trained team of doctors and medical experts and state-of-the art network of facilities to deliver the highest quality healthcare in the country.

The Group sees digitalisation as a key driver of future growth. Over the last few years, CHG has embarked on a digital transformation strategy, which sees the Group looking to introduce the latest digital solutions available on the market to enhance all aspects of its day-to-day operations, on the medical and non-medical fronts. Our Enterprise Resource Planning System (Clinisys) has been rolled out across all our facilities, whereby the Group is improving its healthcare services quality, inventory and consumption management, Big Data management, and real-time results of clinical and administrative work.

In parallel, the Group has launched the new CHG application that allows patients to book appointments, follow up on diagnostic results, and have virtual consultations, in an effort to relieve pressure from our outpatient facilities during the outbreak of COVID-19 and give patients, that are unable to visit medical facilities, access to medical services from the comfort of their homes.

In light of the COVID-19 pandemic and in an effort to better serve our patients and aid the Ministry of Health and Population in its fight against the pandemic, we transformed two of our most recently acquired hospitals, El Katib Hospital and Queens Hospital, into fully-equipped COVID-19-exclusive isolation and treatment facilities, allowing the remaining six facilities to continue offering the Group's full suite of services and procedures, while limiting our patients' and staff's risk of exposure to the virus. This comes as part of a wider set of proactive initiatives since the start of the crisis aimed at strengthening the Group's health and safety and business continuity protocols as CHG looks to carry out its civic duty and aid the Egyptian government and public during the ongoing healthcare emergency. In parallel, the Group has enhanced its Hospital Incident Command System to guarantee CHG's ability to adapt to the evolving COVID-19 situation from an operational point of view. It is worth noting that from the very beginning, the Group's number one priority has been guaranteeing the safety and wellbeing of its staff, both medical and non-medical, and of its patients and their families. Across all eight of the Group's medical facilities and offices, health and safety protocols have been carefully tightened.

Finally, I would like to take this opportunity to extend a sincere thank you and express my admiration for all my colleagues who in spite of the great personal and professional difficulties faced in 2020, have continued to demonstrate incredible dedication and adaptability. This has allowed the Group to continue serving our patients at a time when high quality healthcare and patient care were of our top priorities. I look forward to working by your side in the coming years as we continue to grow Cleopatra Hospitals Group, one satisfied patient at a time.

**Ahmed Ezz El-Din**

Group Chief Executive Officer

Message From the CEO



## Chairman's Note

I am pleased to present CHG's second Sustainability Report. Although we are just at the start of our sustainability reporting journey, in essence, our very purpose is sustainable as we seek to provide life-sustaining healthcare and well-being at every stage of life, delivered by people who care.

Our focus on building a successful and sustainable company for all of our stakeholders – CHG's employees, the local community in which we operate, the patients we serve, our doctor consultant partners and the people and institutions who trust us to be a good steward of their financial resources – has long been a cornerstone of CHG's sustainability strategy. Through respect for and conservation of environmental resources; creating a safe, equal opportunity and supportive work environment for all of our employees; encouraging diversity in thought and gender coupled with well-defined corporate values, and an aspirational employee value proposition; we are developing positive momentum on a never ending journey of becoming more resilient, more sustainable, and more successful meeting the needs of all of our Stakeholders. Importantly, by encouraging creativity and innovation in all we do we are contributing to improved safety, efficiency, and conservation of resources for our customers and global markets.



As the COVID-19 pandemic has illustrated, excellence in healthcare can be the difference between life and death. The impacts of the global COVID-19 pandemic have been far reaching, changing how we live our everyday, how we interact and the way we do business. However, it has also validated our purpose and the critical role our businesses and people play in providing healthcare to our communities. In the face of adversity, our people have risen to the many challenges that the COVID-19 pandemic has presented.

I am proud of CHG's achievements over the last year. Going forward we are well placed to deliver value to our stakeholders and make a difference in our communities. We would like to thank our people for their continuing commitment and hard work to serve our patients and community.

**Ahmed Badreldin**

Chairman

Chairman's Note



## ABOUT US

With an aim to make quality healthcare services widely available and accessible across the country, CHG has been committed to taking a lead in the development of Egypt's healthcare industry since its establishment. As Egypt's leading private hospital group, CHG has established itself as part of the community in which it does business. The Group is comprised of seven leading hospitals in the Greater Cairo Area with decades long worth of success: Cleopatra Hospital, Cairo Specialized Hospital, Nile Badrawi Hospital, Al Shorouk Hospital, Queens Hospital, El Katib Hospital, and Bedaya IVF Hospital offering a full array of general and emergency healthcare services. The Group also operates two polyclinics located in strategic regions of East and West Cairo. Over the last five years, the Group has revolutionized the Egyptian healthcare industry by bringing forth integrated healthcare solutions to a growing number of patients across an expanding geographical footprint, while simultaneously introducing, for the first time in Egypt, a 360-degree approach to the running of day-to-day operations at its hospitals.

Over the past year, CHG has also expanded its operations via strategic partnerships. The Group signed a Business Transfer Agreement (BTA) to transfer the assets and operations of Bedaya for Medical Services, Egypt's leading Assisted Reproductive Technology (ART) and fertility centre led by Dr. Ismail Aboul Foutouh, to a joint venture between the two parties.



The transaction not only sees CHG add yet another service to its already wide-ranging roster, but also gain access to a scalable platform from which to further grow our presence in this fast-growing segment. Additionally, CHG also signed an agreement for the formation of a joint venture with Egypt's EFS Facilities Services (EFS) to create the Egyptian Healthcare Facilities Services (EHFS) company, the country's largest healthcare-dedicated facility management business. Accordingly, CHG will outsource its noncore hospitality functions including security, cleaning, laundry, kitchen, and maintenance to EHFS. The formation of a new entity to oversee the Group's hospitality functions is set to drive significant improvements in the quality of the services while further streamlining all aspects of CHG's day-to-day operations.

The Group leverages its position as a market leader in the sector to improve the quality and accessibility of healthcare in Egypt not only through its standard operations, but also by building strategies and establishing key partnerships to develop the sector. At the same time, CHG has built long-lasting partnerships with both state and private institutions to assist other hospitals meet these same standards, in line with its strategy to institutionalize the sector and ensure that first-class healthcare and highly trained medical practitioners are accessible across the country.

# About Us



# 2020 Sustainability Update

This report provides an overview of the Group's ESG initiatives. Group-level data and initiatives are included, where such information is available.

## Governance



**30 Board Meetings**

held in 2020 in all subsidiaries



**55%**

of board members are **Independent**



**18%**

of board members are **Females**

## Social



4,628 Employees across all our hospitals and polyclinics



US\$ 129 Mn. total turnover from CHG Group hospitals and polyclinics



4 philanthropic projects backed



72% of employees receive an annual performance review



27% of employees have long term contracts



25% of management employees are women



19% of employees receive annual training

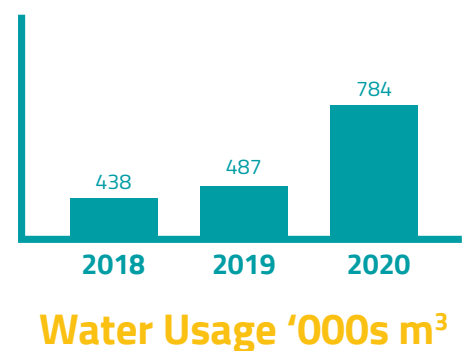
# 2020 Sustainability Update

# Environmental Impact

For CHG to make certain of an environmental footprint, we ensure to incorporate resource efficiency strategies and sustainable practices in our daily operations, across all our facilities, whether it's a polyclinic, hospital, pharmacy, or corporate office. Our Group complies with the IFC's Performance Standards, as well as the World Bank Group's EHS Guidelines, which more than covers local environmental practice standards and regulations. That being said, our successfully implemented resource efficiency measures across our facilities include the installation of solar panels, progressive replacement of HVAC air cooling units' programs, as well as, by virtue of our Clinisys HIS/ERP system being rolled out across our facilities, we are becoming more and more efficient by the day, improving the Group's general consumption, and becoming as "paperless" as possible. Furthermore, findings and assessments that were concluded from previous years are continuously challenged for further improvement, as CHG seeks to be aligned with the globally renowned JCI standards for our facilities.

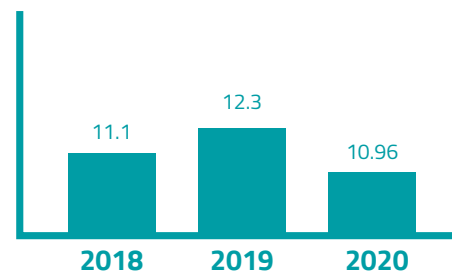
## Water Consumption

At CHG we have a solid stance when it comes to water consumption and preservation matters. We continuously track our water consumption, as its quality and availability play a vital role in preserving our patients' health. Being a public health matter, lack of clean water poses a direct threat to providers within the healthcare industry, as losing track of consumption can be easy since the consumption of water, electricity, and the generation of hydrocarbon-fuel are all correlated.



## Electricity Consumption

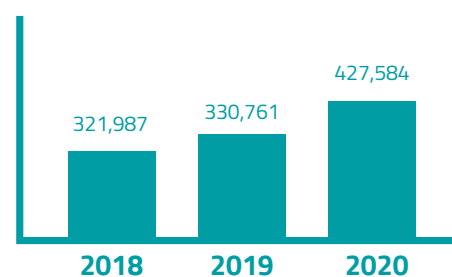
The Group's dependence on electricity consumption comes as a result of our need to ensure the provision of enough electric power at our Operating Rooms, high-end and day-to-day medical devices and technologies, as well as the upkeep of lighting across all our facilities. Considering that constant high electric consumption, we monitor the Group's usage on a periodical basis, identifying different avenues that would lead us to energy conservation, which is evident in our 2020 consumption. Some of the reasons resulting in that conservation include, our increased use of solar power for water heating purposes, as well as effectively replacing old HVAC systems in some of our facilities that had previously consumed electricity excessively.



**Electricity Usage  
(millions KWh)**

## Waste Management

The Group typically generates medical waste, that in turn, must be attended to in an appropriate manner in order to avoid negative health and environmental impacts. We mitigate that risk by putting in place a management system of healthcare waste, whereby the basic elements of waste minimization are in place, in addition to segregation and proper identification of waste being split into key categories that include pharmaceutical, infectious, chemical, and regular waste. Worth noting that an anticipated increase took place in 2020 as a result of our more strict Waste Management protocols that we adopted in managing our COVID-19 designated care facilities, increasing our disposed waste by 29% when compared with the previous year.



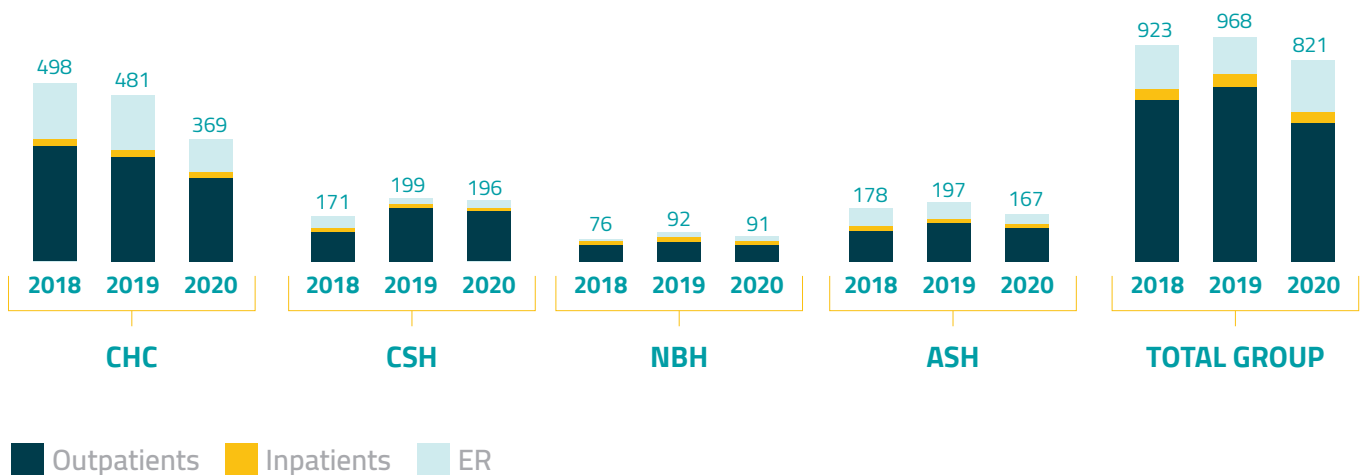
**Medical & Hazardous  
Waste Disposal (KGs)**



# Social Responsibility

It is in our philosophy to operate in a way that places the patient at the core of everything we do, which ultimately helps us to become better at what we do, offer new innovations and technologies, further enhance our processes efficiencies, and continue to break higher standards of quality healthcare. To continuously do the right thing with every patient is challenging, hence doctor-patient communication is critical to the process. Engaging and understanding our patients' fears and worries, and what they would like to do is of the essence of patient care, as without this sort of engagement, it won't matter what technology we apply. This year has proven our success in gaining our patients' trust, whereby due to the waves of COVID-19 outbreaks throughout the year, some patients decided to postpone their elective procedures and heavily minimized their exposure to healthcare facilities in general, decreasing patient counts across all of our facilities. However, in light of our commercial strategy that included a campaign designed for patients and consultants promoting safety and infection control, supported by the conversion of two of our hospitals into COVID-19 treatment centres, in addition to our digital consultations system and home visits program, in order to attract volumes to our other non-covid facilities, patient volumes made a rebound whereby in Q3 of this year patient count increased by 67% vs. Q2, and in Q4 a further 12% vs. Q3.

## Total patient count – 2018, 2019, and 2020



## Patient Confidentiality

In order to effectively treat our patients, we maintain comprehensive data that includes personal information of our patients and their families. Our patients understand that completely and entrust us to safekeep their information and only use them when they're medically relatable. We hold ourselves accountable to safeguarding this information and guarantee our patients with the best international standards of information safety and security. Our employees are trained and made well-aware of all aspects related to patients' confidentiality. Staff involved in face to face interactions with patients, including doctors, nurses, pharmacists, technicians, and paramedics understand the needed effort that goes into building a trust-based relationship. With that strict practice in place, we have not reported any breaches of patient confidentiality this year.

## Complaints and Grievances

With regards to complaints and grievances, whether from CHG patients or our surrounding community, the Group has policies in place that detail the appropriate channels and methods for an effective redressal of these concerns. CHG has implemented a group-wide service recovery policy that enables us to proactively act on voiced complaints. Our top management regularly follows up on those metrics, guaranteeing efficient resolutions. These measures allow us to significantly decrease the turnaround period of resolving grievances, as well as effectively identify weak links within our operations and turn them into strengths.

## Ethical Marketing

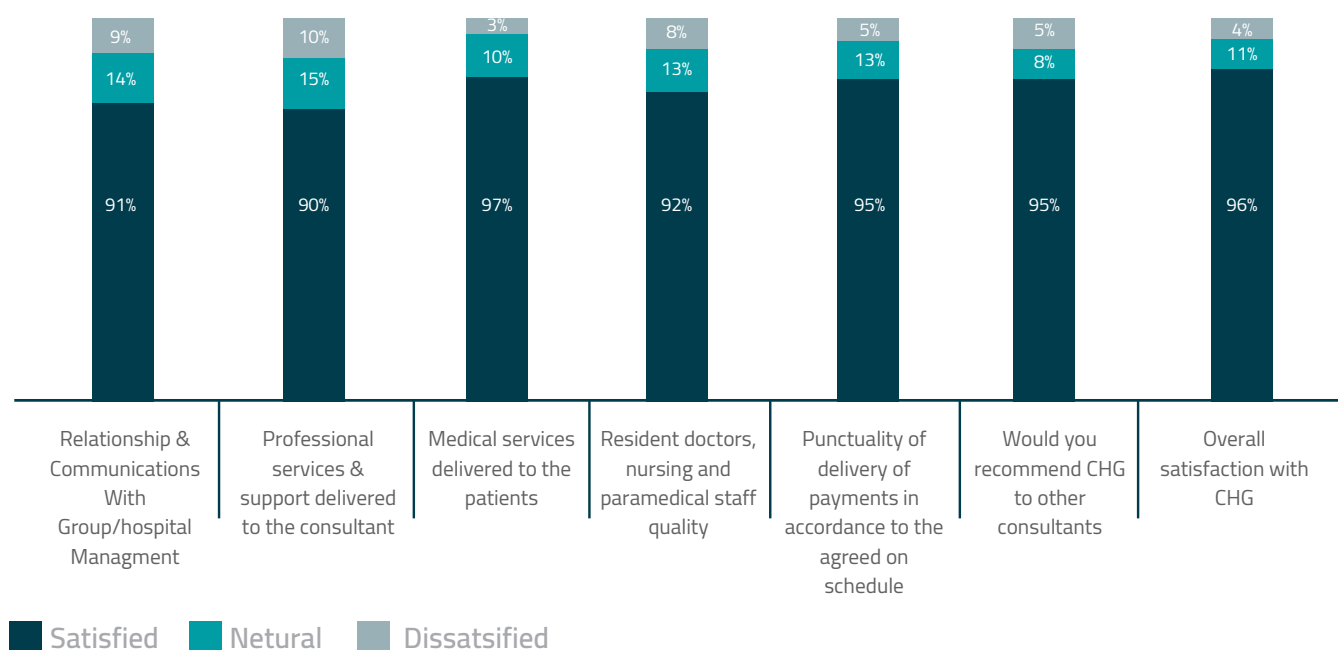
When it comes to marketing for healthcare services, corporate ethics play a vital role. At CHG, we have policies in place that help guide us to relay an accurate and complete picture to our potential patients, also keeping us in line with local regulations' principles. We abide by these policies as we market our facilities, solutions and products to encourage the public to make sound decisions when it comes to their well-being. Each marketing department across our facilities identifies activities that require prior approval from regulatory bodies. The department then seeks the approval of the concerned medical experts, submit the applicable supporting documents, and finally proceed with their campaigns. Due to our strict adherence to this process, none of our marketing campaigns were rejected by regulating authorities during this past year.

## Patient Health & Safety

This year was a good year to stress test our efforts with respect to our measures for health and safety. Despite the operational challenges posed by COVID-19, the Group continued to ensure patient health and safety under all circumstances, avoiding cross infections from positive COVID-19 cases. Management had a choice to make with respect to mitigating the COVID-19 spread within CHG facilities. It was decided to delay our transformation plans for El Katib and Queens hospitals, the two newest additions to group, and converted them into designated COVID-19 hospitals. That comes instead of assigning certain floors/areas across the Group's facilities. Operating under that guidance allowed for the Group's six other facilities to continue to operate safely, as well as protect their existing patients. El Katib and Queens Hospitals continue to serve as COVID-19 isolation and treatment hospitals to date, as the Group continues their fight against the pandemic.

The Group also signed an agreement for the formation of a joint venture with Egypt's EFS Facilities Services (EFS) to create the Egyptian Healthcare Facilities Services (EHFS) company, the country's largest healthcare-dedicated facility management business. CHG will outsource its noncore hospitality functions including security, cleaning, laundry, kitchen, and maintenance to EHFS, the new venture, which will be managed by EFS. The formation of a new entity to oversee the Group's hospitality functions is set to drive further improvements in the quality, health, and safety by dedicated, specialized, and top educated professionals within the industry.

### Consultants Relationships - Satisfaction Survey dated December 2020







## Employees

CHG's core values are quality, respect, integrity, passion, and collaboration. These values are what distinguishes our team within the industry. The healthcare sector is a human capital-intensive industry, where it entails adopting a compassionate approach when it comes to treatment and care of patients. At CHG, the wellbeing and prosperity of our employees is vital, as their emotional commitment is critical for them to be able to duly provide our patients with the best care possible. Maintaining a respect-based relationship with our employees is one of our means to ensure the optimum level of care to our patients, and satisfaction of our staff.

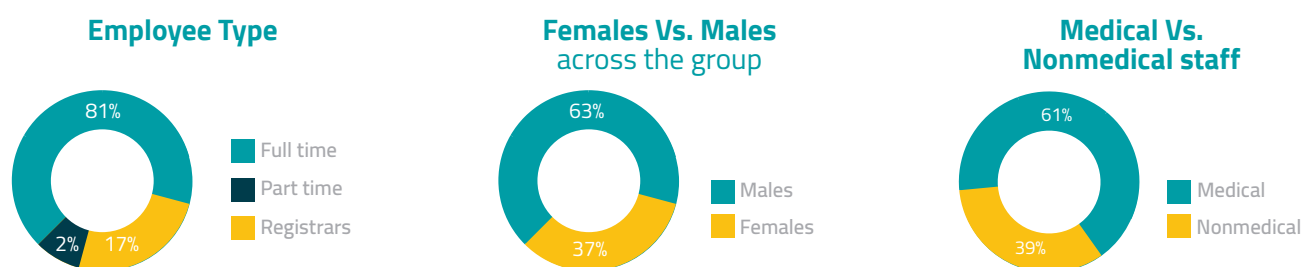
The Group is in full compliance with legislative workplace requirements in Egypt across all our facilities. The health and safety of our workforce is of our utmost importance, whereby the Group maintains the highest level of health and safety standards possible, as that lays the foundation towards providing high quality healthcare services as well as directly correlates to the Group's overall performance.

Given that our employees represent one of our most valuable assets, we strive to create a safe, stimulating and rewarding work environment for them. We are proud of our ability to attract a talented pool of highly skilled individuals who contribute to our long-term vision.

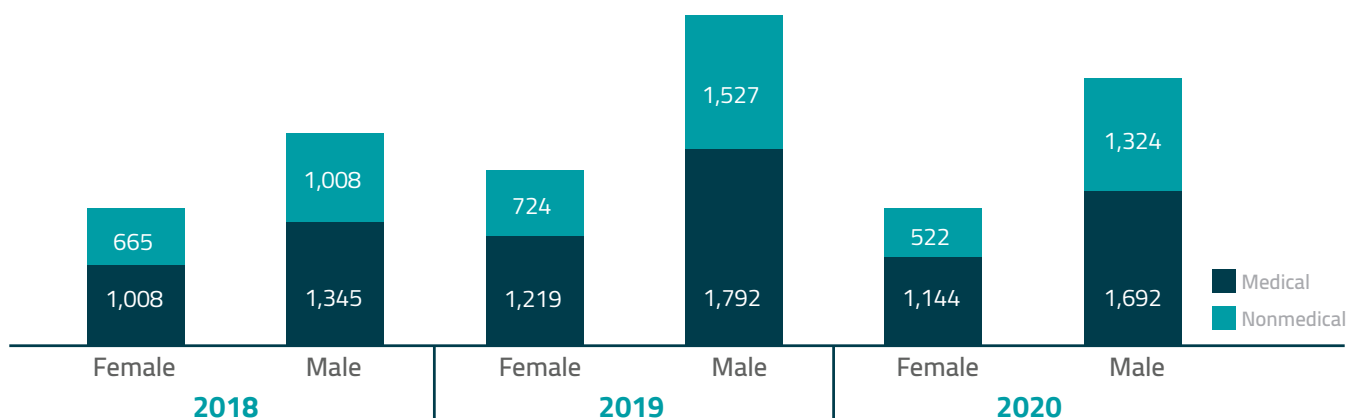
## Diversity & Inclusion

Diversity and inclusion are one of the reasons that make us the leading private healthcare provider in Egypt. Being a first mover by nature, maintaining a diverse work environment allows for more ideas and processes to be discussed and eventually take place. We achieve that by creating a strong and healthy workplace that fosters innovation and shared learning experiences. We have an anti-discrimination policy in place, whereby it educates employees on discrimination and harassment matters and how to address and report them if they ever take place. Additionally, diversity metrics are monitored on an ongoing basis, whereby appropriate measures are in place and are constantly enhanced by time. CHG does its best to provide equal employment opportunities that allow all individuals to maximize their capabilities and unleash their potential.

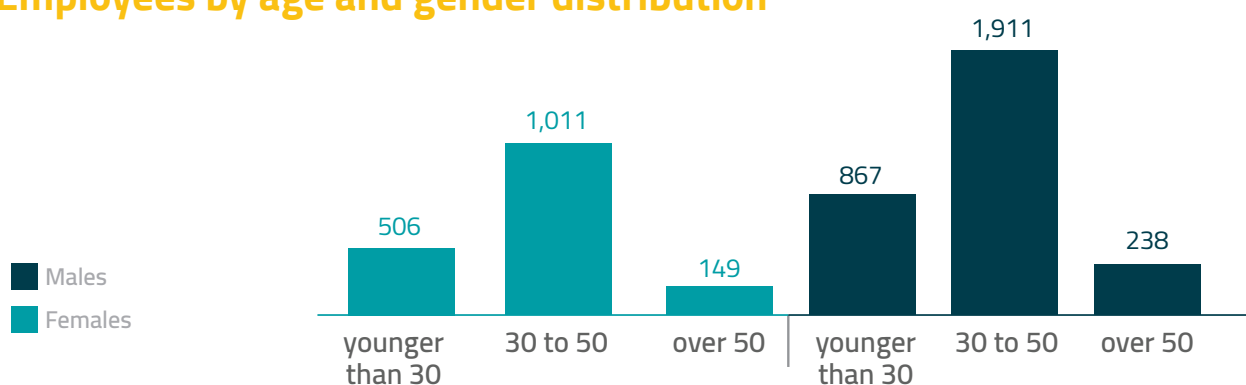
### Employees distribution - 2020



### Medical and Non-Medical employees, Gender segregated 2018, 2019, and 2020



## Employees by age and gender distribution



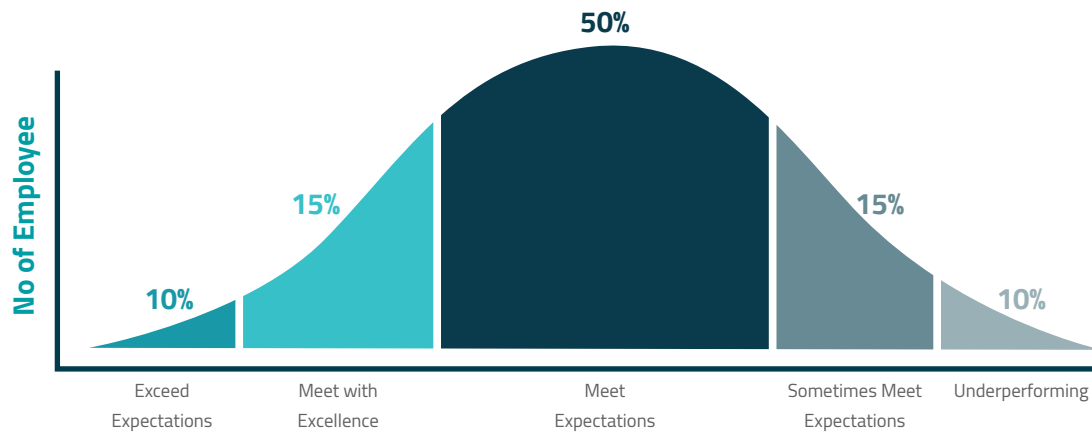
	Females				Males				Total less than 30	Total 30 to 50	Total more than 50	Grand Total
	younger than 30	30 to 50	over 50	Total Females	younger than 30	30 to 50	over 50	Total Males				
<b>Dec 2018</b>	506	973	194	1,673	750	1,453	230	2,433	1,256	2,426	424	<b>4,106</b>
<b>Dec 2019</b>	639	1,094	210	1,943	1,114	1,935	270	3,319	1,753	3,029	480	<b>5,262</b>
<b>Dec 2020</b>	506	1,011	149	1,666	867	1,911	238	3,016	1,373	2,922	387	<b>4,682</b>

## Continuous Education

The success of our employees comes hand in hand with the success of CHG. In line with our Human Resources department's employee growth plans, we invest in our employees' career paths continuously by conducting a variety of courses, workshops and seminars that are directly applicable to each employee's line of business, allowing them to carry on further responsibilities within the Group in the future. In 2020, approximately 900 employees have taken part in trainings that we provided aiming to improve calibres within the Egyptian healthcare industry's employees, in addition to the overall skillsets of CHG's employees.

## Performance Management

Throughout the past three years, CHG has undergone a complete overhaul on the employees' payment schemes and incentive plans in collaboration with world renowned human resources consultancies. Accordingly, salaries were increased by up to 25% every year, as well as health and life insurance policies were amended and included in most packages of full-time workers within the group. Furthermore, a new incentive system was introduced that would compensate good performers with a multiplier of one month's worth of their salary depending on their performance, in addition to individual incentives based on project basis assignments were adopted.



The performance evaluation system was designed to lead to a fair evaluation of employees' performances helping to identify each employee's core competencies and strengths. This also allowed the Group to effectively determine succession plans for roles within each hospital, as well as on the Group level. CHG's enhanced performance management system also allowed us to identify and manage the training needs of individual employees, and to effectively discuss their further career development. Performance tracking discussions take place on a regular basis across the Group, whereby there is a commitment to optimize the quality of these discussions where expectations regarding performance, development within CHG, as well as personal development plans are compiled and re-addressed in future discussions. These discussions also assist top management to translate their future goals and visions to the individual employee, and effectively break them down into single objectives, activities or deliverables.



## Community

As a leading, committed and proactive corporate community partner, CHG believes in community involvement where we work and serve. Collectively, our healthcare facilities help improve the lives of our patients, their families and the overall community. Through our community engagement programmes, we can partner with organisations to deliver measurable long-term impact. We invest in public health awareness campaigns and continuous medical education programmes designed to promote healthy lifestyles and increase access to health services.

### **Skills Enhancement Program with The Ministry of Health and Population**

Under the auspices of the Egyptian government, 2019 has seen CHG's collaboration with the Ministry of Health and Population through The Skills Enhancement Program. This partnership takes place under the ministry's new Health Insurance Initiative, currently in its first phase, and set to be rolled out across the nation

The Skills Enhancement Program aims to transform the sector and ensure the accessibility of high-quality public healthcare across the nation. The program complements the 2019 Universal Health Insurance Initiative, equipping employees of public hospital with essential training to enhance their medical, technical, and managerial skills.



Through managing and implementing the trainings, CHG has taken initiative to conduct medical, non-medical, practical and non-practical trainings that comply to the standards of JCI and National Safety Requirements, enabling employees to advance the quality of services in facilities under the initiative.

The Group also supports the ministry's initiatives by managing their three hospitals in the governorate of Port Said (El Tadamon Hospital, El Nasr Specialized Hospital, and El Nesa Hospital) . CHG has provided employees with medical and administrative workshops, implanting the best practices that CHG instils in its own facilities.

Cleopatra Hospitals Group is committed to the development of both medical and non-medical employees. Accordingly, the Group has invested in a series of technical trainings targeting doctors and nurses through a variety of practical experiences including job shadowing. Additionally, medical staff have received CHG's official medical form system as means of ensuring that operations are streamlined and efficient.

Additionally, a specialized team from CHG has delivered trainings in administrative fields such as Supply Chain, Human Resources, and Facility Management. The Group is intent on implementing its leading administrative protocols in the hospitals participating in the National Healthcare Act, and has designed their upgraded organizational structures, in addition to implementing the first attendance system in Egyptian public hospitals.

As a result, the Skills Enhancement Program has been hosting fundamental training of over 600 employees in medical and administrative functions. In addition to standardizing procedures across all functions in the three hospitals.

One of CHG affiliated hospitals, El Nasr Specialized Hospital, was inaugurated by the President of Egypt, Abdelfatah El Sisi as part of the Health Insurance Project in November 2019.

**Key milestones of the partnership include:**

- Training 600+ employees on the fundamentals of Medical and Nonmedical Functions
- Training the staff on the requirements of Health and Safety across the three hospitals.

- Designing Hospital Organizational Structure To be rolled out across all National Healthcare Act Hospitals
- Implementing CHG medical forms across the three hospitals
- Training Medical Staff on the CHG Medical Forms for efficient operations
- Continuous monitoring and evaluation for frequent improvement in the efficiency of operations of hospitals
- Standardizing procedures in all functions across the three hospitals through implementation of SOPs and KPIs
- Implementing the 1st Attendance System in Public Hospitals Using fingerprint to track attendance of staff across Port Said Hospitals
- Assisting in the development of a financial system for the 8 public hospitals under the new healthcare insurance project.
- Initiating the 1st Orthopedic Surgery in Tadamon Hospital in 10 years.

## Joint Medical Scholarship Program

With an aim to promote high-quality medical education for students within the Upper Egypt region with limited means, Cleopatra Hospital Company (CHC) signed an MOU with Nahda University in Beni Suef (NUB) to establish a Joint Medical Scholarship Program at NUB's Faculty of Medicine for the academic year of 2020/2021. The scholarship's selection criteria included the following:

- Students must be graduates of the Egyptian Thanawya Amma for the year 2019/2020, with a minimum score of 97%
- Students must be residents of less developed areas, as well as graduates from schools that are in Beni Suef or the governorates to the south of Beni Suef
- Being a "needs-based" initiative, scholarships are given to students whose family's financial situation requires support in order for the students to enroll in the NUB Faculty of Medicine Program
- Enrolled students are required to maintain Grade Points Average (GPA) of at least 3.4 throughout the program's five years.

Furthermore, a priority was in place for students whose parents were injured or martyrs from the Egyptian Army or the Egyptian Police forces. Eight candidates were successfully shortlisted and selected for the scholarship program, being five female students and three male students that had exceptional academic records. Candidates were also selected for their humanitarian ambitions when it came to why they dream of becoming medical professionals, and the value they plan on adding to their communities.



## Expanding Services Offering: Home Visits

In an effort to make healthcare accessible to as many Egyptians as possible, CHG has launched its new home visits service. The home visit initiative was launched to curb lower outpatient volumes, as well as help patients that are unable or unwilling to visit healthcare facilities in person considering the ongoing COVID-19 outbreak. Accordingly, “We Will Come to You” campaigns were launched to promote the new initiative, which included the following services:

- Home visit service that are available around the clock
- 24/7 Radiology examinations by portable equipment (X-ray, Ultrasound, Echo, ECG)
- At home physiotherapy mobile clinic
- Laboratory samples collection at home with results delivery within 24 hours, and within 2 hours for emergency cases
- Medical care for the elderly
- 24/7 pharmacy delivery
- COVID-19 at home follow up protocol

## Expanding Services Offering: Telehealth

In addition to Home Visits, CHG also partnered with Elbalto, Egypt's first telemedicine mobile app, to offer patients consultation and follow-ups through video calls. Offered services are accessible from the CHG Application, allowing patients access to CHG's world-class roster of doctors and consultants without having to visit a facility in person. The app allows patients to book appointments, review diagnostics, and follow up on their medical cases from anywhere in the world through their smartphones. This service has helped relieve pressure from the Group's outpatient facilities during the outbreak of COVID-19 and has given patients unwilling or unable to visit medical facilities access to medical consultations from the comfort of their homes.

By committing EGP 5 million for this project, the launch of the Group's telemedicine services comes as part of CHG efforts to help the Egyptian government and people during the ongoing healthcare emergency. This was complemented by the launch of a series of webinars aimed at raising awareness on COVID-19 and outlining the infection control and hygiene protocols developed by the Group.



At Cleopatra Hospitals Group, we ensure that the structures of our corporate governance meet the best practices on an international scale; the Group adheres to an ethical and transparent framework. Totalling eleven board directors, our two female directors take part in the Group's effort to reform gender equality in the Egyptian workplace, supporting women in leading positions. Additionally, with three members being experts in the healthcare sector, five members with relevant financial expertise, whilst ten members serve as non-executive directors and Five members are independent, the Group reflects CHG's dedication in complying to the highest of governance standards in order to serve our patients with healthcare that is unmatched in quality. Their experience brings forth a unique, diverse blend of expertise that contributes to effective decision making, organizational efficiency and operations that are both sustainable and profitable. The Group's Board of Directors provides the necessary oversight and combination of expertise to thoroughly oversee the Group's corporate governance framework, a cornerstone of the Group's long-term success and value creation.

In efforts to ensure that all our stakeholders are best served, the CHG Board of Directors created, with their own guidelines and charters, three integral committees to ensure that the Group is driven by transparent purpose and intention: The Audit Committee, The Medical Ethics & Quality Committee, and The Nomination and Remuneration Committee.



## Audit Committee

Consisting of three non-executive directors, two of which independent, the Audit Committee assists the Board in its oversight of financial statements and disclosures, and matters such as internal and external audits, financial and non-financial risk, as well as ensure that they adhere to the recommendations of both the auditor and the EFSA. The Audit Committee oversees the Group's financial controls with emphasis on integrity of internal controls and financial reporting, performance of the internal auditors and their function, review of audited financials and external auditor performance reviews, compliance with legal aspects, and regulatory requirements.

## Medical Ethics & Quality Committee

The Medical Ethics & Quality Committee's role is to supervise the development and execution of the Group's quality control programs. The committee monitors the performance indicators and accordingly provides recommendations for the development strategy of the Group's services. The Medical Ethics & Quality Committee consists of 3 members, one executive member, one non-executive member, and one independent non-executive member.

The Quality and Medical Ethics Committee reviews the quality of care provided to the patient, as well as medical KPIs for the Group that are expected to be in line with international standards. The committee reports to the compliance board with the Group's Quality manuals and realization of medical outcomes.

## Nomination and Remuneration Committee

The Nominations and Remuneration committee is comprised of four of which three are non-executive members, providing recommendations regarding the remuneration of senior management. The committee also reviews the Group's bonus schemes and develops employment succession plans. The remuneration committee also reviews KPIs and achievement of the Group's targets, retaining an appropriate structure, size and balance of skills to support the strategic objectives and values of CHG.



#### **SHAREHOLDER INFORMATION**

EGX: CLHO.CA

Listed: June 2016

Shares Outstanding: 1.6 billion

#### **INVESTOR RELATIONS CONTACTS**

Telephone: +2 02 23103771

E-mail: [ir@cleopatrahospitals.com](mailto:ir@cleopatrahospitals.com)  
[investors.cleopatrahospitals.com](mailto:investors.cleopatrahospitals.com)



**CleopatraHospitalsGroup**  
[www.cleopatrahospitals.com](http://www.cleopatrahospitals.com)

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