

รายงานการพัฒนาอย่างยั่งยืน ประจำปี 2565

# MOVING FORWARD

## SUSTAINABLE HEALTHCARE

# 50<sup>+</sup>

YEARS OF EXCELLENCE

**BDMS**  
Bangkok Dusit Medical Services



Member of  
**Dow Jones**  
**Sustainability Indices**  
Powered by the S&P Global CSA

**BDMS**  
Bangkok Dusit Medical Services

**SUSTAINABLE  
DEVELOPMENT  
GOALS**

BDMS supports the Sustainable Development Goals



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## President's Message

**With firmly believes, BDMS commits to operating the business with good governance and fostering human capital development as well as enhancing the services with innovations. In parallel, BDMS conducts transparent, verifiable and ethical business operations to eliminate disparity and support equality in all aspects while offering value to society and conserving the environment. Ultimately, BDMS aims to deliver fair and second-to-none medical services and healthcare to all customers in accordance with global standards.**

For over 50 years, Bangkok Dusit Medical Services PLC or BDMS steered comprehensive healthcare services in compliance with international standards alongside cutting-edge medical technology at private hospitals and other healthcare-related businesses. In Thailand, BDMS is the leading healthcare business provider, considering an essential contribution to the local public health system and economic growth.

Amid major global trends such as the economic impact of COVID-19, health and wellness, human rights and equality, fair trade, social health and climate change, which are considered significant challenges

and indicators for “sustainable operations,” BDMS focuses on continuous improvement in the business, employee’s performance and services while conducting transparent, auditable and ethical operations. In addition, BDMS intends to deliver fair and excellent medical services and healthcare to customers following international standards, Sustainable Development Goals (SDGs) and 15 BDMS sustainability goals 2022-2050.

Moreover, BDMS emphasizes sustainable operations by complying with the environment, social, and governance criteria (ESG) and reviewing risks covering current and future healthcare business. Besides, BDMS appoints the Executive Committee at the organizational level to drive sustainability and collaboration with all stakeholders with an intention to reduce inequality and ascertain equal opportunity in all aspects. In 2022, BDMS organized initiatives for sustainability, such as mandatory training on the Code of Conduct for employees, doctors and dentists. BDMS Awards 2022 is a project for service quality improvement and the wellbeing of the employees and underprivileged. Other CSR initiatives include first aid and CPR training, health checkups for underprivileged children by Vej Dusit Foundation, BDMS Green Healthcare - target to achieve Net Zero Emissions by 2050,

assigning a working committee assignment on Information Security and Privacy, Supplier Code of Conduct and Guideline preparation, etc.

In compliance with the SDGs and ESG principles, BDMS is the first healthcare business provider in Thailand and Asia to become a member of the Dow Jones Sustainability Indices (DJSI) by S&P Global for the second consecutive year (2021-2022) and has been the member of Thailand Sustainability Investment (THSI) by The Stock Exchange of Thailand for the third consecutive year (2020-2022), transforming the Thai healthcare businesses to reach the global sustainability standards. BDMS, together with our stakeholders, investors, employees, suppliers, customers and communities surrounding the hospitals, are proud to collaborate in improving Thai and global society.

Lastly, BDMS would like to extend our appreciation to all sectors, particularly the collaboration among BDMS employees, medical personnel and stakeholders throughout the supply chain. Thanks to continuing support, BDMS can efficiently drive and achieve corporate sustainability goals, delivering sustainable values and benefits to the communities, society and organization.





*Poram*

Miss Poramaporn  
Prasartttong - Osoth, M.D.  
President



## BDMS 50<sup>th</sup> Anniversary

Celebrating its 50<sup>th</sup> Anniversary, Bangkok Dusit Medical Services PCL (BDMS) is proud to be a part of the organization striving to be the leader in excellent innovative healthcare under good corporate governance and sustainable development.



For the past 50 years and moving forward,  
**BDMS will commit to developing  
the organization based on  
sustainability principles.**

Miss Poramaporn Prasarttong-Osoth M.D.  
President

With BDMS's strong determination,  
**together we can build sustainability  
and become the leading  
healthcare service providers**  
for the best life quality for future generations.

Mrs. Narumol Noi-am  
Senior Executive Vice President  
and Chief Financial Officer





**Leading BDMS to sustainability  
and restoring the balance to nature  
is our duty.**

**Mr. Chairat Panthuraamphorn, M.D.**  
Chief Operating Officer

**BDMS focuses on integrated business  
operations in collaboration with  
internal and external organizations  
to create sustainable values  
for all stakeholders.**

**Mr. Sripop Sarasas**  
Chief Administration Officer



**BDMS success in sustainability management  
results from the high-level executives'  
strong belief in  
integration for sustainability that helps foster  
continuous and sustainable business growth.**

**Mr. Trin Charumilind, M.D.**  
Chief Medical Officer

## BDMS Performance Overview 2022

### Economic Growth



Total Revenues

**92,975.75**

million Baht



Employee-related  
Expenses

**21,106.72**

million Baht



Tax

**3,227.15**

million Baht

### Ratio of Revenue by types



Hospitals

**95.22%**



Others

**4.78%**

### Governance



**44**

Centers of Excellence  
(CoE)



**6**

Hospitals and Subsidiaries  
Certified by ISO27001



**124**

Innovative Initiatives

## Social



Total Employees  
**33,415** people



● Female ● Male

Ratio of Employees  
by Gender

Male **17.25%**  
Female **82.75%**



Safety

Employees **4.89**  
Contractors **2.73**  
Work-related Injury Rate  
(per 1,000,000 work hours)



New Employees  
**9,247** people

Vulnerable Workers  
**334** people



Human Capital Development  
Average Employee Training

Hours of **35** Hours /  
Person / Year

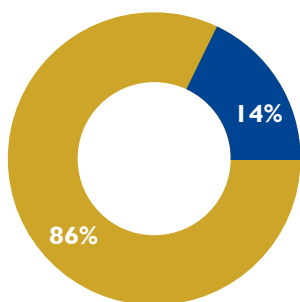


**804** Health  
Prevention Initiatives  
for the Community

## Environment

Greenhouse Gas Emissions (Scope 1 + Scope 2)

**242,540.83** tons CO<sub>2</sub>eq



● Scope 1 ● Scope 2

Ratio of Greenhouse Gas  
Emissions per Scope

Scope 1 **14%**  
Scope 2 **86%**

Total Energy Consumption

**1.79** million GJ

Ratio of Renewable Energy  
Consumption

**1.46%**

Total Waste

**13,228.43** tons

Water Consumption

**753,965.62** m<sup>3</sup>



# About BDMS and About this Report

## About BDMS and About this Report

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### About BDMS

With the vision to achieve the leading tertiary healthcare service provider in Thailand, Bangkok Dusit Medical Services Public Company Limited strongly determines to provide patient treatment with high international standards and cutting-edge medical technology. Consequently, BDMS establishes a team of ethical and efficient medical personnel to provide safe and successful treatments to every patient.

Bangkok Dusit Medical Services Public Company Limited has been listed on The Stock Exchange of Thailand under the symbol “BDMS” as a healthcare service provider, including private hospitals and other businesses related to healthcare in Thailand and abroad. BDMS Headquarters locates at 2 Soi Soonvijai 7, New Phetchaburi Road, Bang Kapi, Huai Khwang, Bangkok 10310 Thailand.

At present, BDMS manages 56 hospitals in Thailand and Cambodia, operating one-stop healthcare services such as preventive healthcare, treatment and rehabilitation programs for both Thai and foreign customers. All BDMS services are certified with international quality standards.

To strengthen the medical service efficiency in all dimensions, BDMS launched the BDMS Center of Excellence in the subsidiary hospitals. The hospital integrated patient care management from world-class leading medical institutions while establishing clear guidelines per international standards.

BDMS hospitals collaborate as alliances in the regions where the tertiary hospitals (Hub) are responsible for patients with severe cases that exceed the treatment capability of the subsidiary hospitals (Spoke). This collaborative network helps ensure the utmost and mutual benefits on the resources and medical personnel management. Moreover, BDMS sets out other businesses related to healthcare such as medical laboratory, manufacturing of medicine and saline, pharmacy and medical supply store.

## BDMS Network

**Bangkok Hospital**

Medical Hub of Asia Pacific,  
Moving towards Smart Healthcare

**Samitivej Hospital**

Thailand's leading hospital in  
comprehensive medical care,  
cutting-edge technology and  
supportive infrastructure

**BNH Hospital**

Your Trustworthy Lifetime  
Healthcare Companion

**Phyathai Hospital**

Becoming the leader in creating  
good health and patient  
well-being

**Paolo Hospital**

Thailand's leading hospital in  
providing the best treatment  
experience to patients with  
outstanding results and innovation

**Royal Bangkok Hospital**

A hospital group for healthcare  
services in Thailand and abroad

**BDMS Wellness Clinic**

Striving for preventive care, rehabilitation and  
promoting a long, healthy and fulfilling life

**Chiva Transitional Care Hospital**

A care facility specializing in rehabilitation for  
post-operative and elderly patients

**Businesses Related to Healthcare**

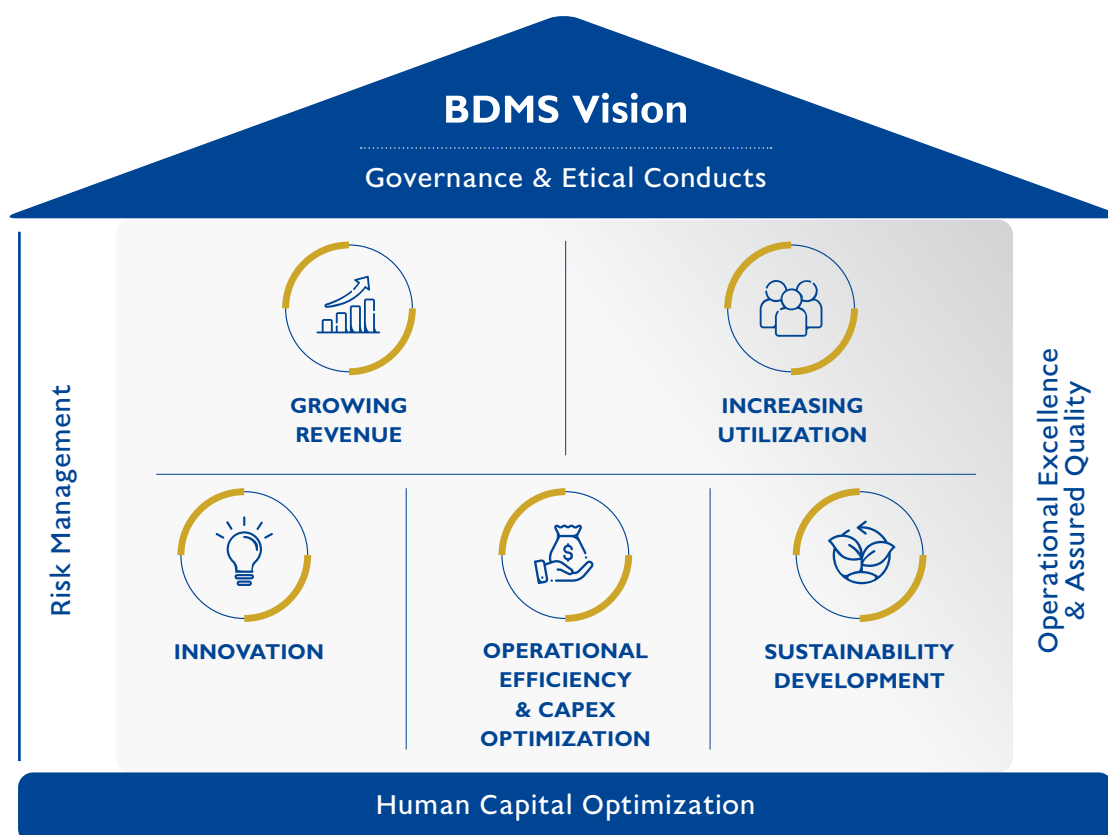
Manufacturing and distribution of medicine, saline and medical supplies, medical laboratories,  
air ambulance and other services

## Business Member and Association

As a member of business associations and organizations, BDMS acts as a healthcare service provider and a company listed on The Stock Exchange of Thailand. Examples of the business associations with BDMS are The Stock Exchange of Thailand, The Securities and Exchange Commission, The Thai Institute of Directors Association (IOD), The Private Hospital Association and the Medical Association of Thailand.

## BDMS Business Strategy

BDMS devises a strategy focusing on uplifting customer's experience, expanding the customer base with reasonable medical fees while enhancing patient transfer efficiency and the capability of being the Center of Excellence. As a result, BDMS grows its customer base from insurance and contracts while increasing occupancy rates and medical equipment. In addition, BDMS collaborates with international medical companies in transforming into Smart Virtual Hospital and fosters innovations such as health applications. Regarding sustainability, BDMS emphasizes quality and safety standards, good corporate governance as well as social and environmental responsibilities. With a strong determination, BDMS continuously receives awards in the related field.



## BDMS Value Chain

### BDMS Value Chain Process



#### Screening

Screen patients before providing the services to identify the hospital's capability considering current resources and prioritize emergency patients.



#### Admission

Manage patient care throughout the service process in the hospital, covering outpatient registration, inpatient admission per criteria and prioritizing healthcare needs for inpatients. Other services include communicating ward guidelines, treatment and fees to the patients and their families.



#### Continuity of Care

Ensure continuous patient care from certified doctors, nurses and other medical specialists throughout the service process, such as emergency assistance, inpatient admission, diagnosis, treatment, outpatient treatment and other services appropriate to the patients.



#### Discharge, Referral, and Follow-Up

Collaborate with medical personnel and external sectors on proper referral or discharge depending on the patient's condition. Afterward, the hospitals must summarize the services to the patients at the end of treatment and inform health monitoring guidelines. Complex medical records must be maintained for the related medical personnel in case of outpatient treatment. In addition, the hospitals must inform the patients and families of the guidelines for continuous care as necessary while managing and following up with patients who refuse treatment or flee from the hospital.



#### Transfer of Patients

Safely transfer patients in line with the treatment acceptance and capability of the receiving hospitals that will continue the treatment. Record patient data systematically.



#### Transportation

Perform patient transportation in compliance with the quality and safety standards per rules and regulations regarding patient transportation.



## About Sustainability Report 2022

Bangkok Dusit Medical Services PLC (BDMS) has published the Sustainability Report for 10 consecutive years following the Global Reporting Initiative Standards (GRI Standards). Information disclosure in the report is based on the Core option of the GRI Standards with the date from January 1<sup>st</sup> to December 31<sup>st</sup>, 2022, continued from the previous Sustainability Report Volume 9 (published on March 11, 2022). The report is published to update sustainability performance progress covering the economic, social, environmental and corporate governance aspects. In addition, BDMS strives to become the leader in healthcare service excellence accredited under international standards with utmost customer satisfaction in response to all stakeholders' expectations.

## Audit by External Organization

KPMG Phoomchai Audit Co., LTD. is responsible for data credibility evaluation in BDMS Sustainability Report 2022. The company is a reliable independent sector globally certified. The information evaluated includes GRI305-2, GRI303-5, GRI306-5 and GRI403-9. (See further details on page 162)

## Organizations in Scope of Report

The performance on energy, water, waste, safety and human resource management cover more than 90% of all BDMS's hospitals and subsidiaries. (See further details on page 149)

## Contacting Channels

For any inquiries on BDMS Sustainability Report 2022, please contact the Corporate Sustainability Development Department

### Corporate Sustainability and Innovation Management of Bangkok Dusit Medical Services Public Co., Ltd. at

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# Award and Recognitions 2022

## Award and Recognitions 2022

### Member of **Dow Jones Sustainability Indices**

Powered by the S&P Global CSA



BDMS was selected as a member of the Dow Jones Sustainability Indices (DJSI) in DJSI Emerging Markets 2022 for the second consecutive year.

BDMS was chosen in SET's list of Thailand Sustainability Investment (THSI) 2022 for the third consecutive year in the service category.



BDMS has received Excellence CG Scoring from disclosure of corporate Governance Report of Thai Institute of Directors

BDMS received 2 awards in Business Excellence from SET Awards 2022, Outstanding Investor Relations Awards and Outstanding Innovative Company Awards.

BDMS is awarded Asia's Best managed companies 2022 in Best CEO, Best Investor Relations, Best Managed Company, Most Committed, to environmental Stewardship, Most Committed to High Governance Best Standards, Most Committed to Social Causes, Most Effective in creating and implementing D&I Policies over the past 12 months by FinanceAsia



Bangkok Hospital Headquarter was granted 2 awards at the **Global Health Asia-Pacific Awards 2022** for Trauma Centre of the Year in Asia Pacific and Mental Health and Rehabilitation Service Provider of the Year in Asia Pacific.



Bangkok Hospital Headquarter is awarded **Best Maternity Hospitals** in the Parents' Choice Award category at theAsianparent Awards 2022 thanks to the votes from the mothers who are members of theAsianparent.



Bangkok Hospital Headquarter received the **Best Hospital Utilization Management Award** at KT-AXA Signature Hospital Awards 2022 for excellent treatment, quality standards and proper medical resource management with great values aligned with the target in excellent guidelines.



Bangkok Hospital Headquarter received a special award for **customer service support during COVID-19** at Bangkok Life Assurance Smart Hospital Awards 2022.



BDMS and Samitivej Hospital were awarded **Model of Sustainable Organization** at the Thai Capital Market Award 2022, categorized in the empowerment of persons with disabilities.



BDMS has received the award for an organization fostering **accommodations and life quality development** presented by the Ministry of Social Development and Human Security (MSDHS).



Bangkok Hospital Headquarter won a 5-star rating (excellent) for supporting the staff's financial health in the “Fin Dee Happy Life!!!” initiative by the Bank of Thailand.



Bangkok International Hospital was certified LEED 2009 for Healthcare (Leadership in Energy and Environment Design) standards by U.S. Green Building Council (USGBC).



Phyathai 1 Hospital, Phyathai 2 Hospital, Phyathai 3 Hospital and Paolo Hospital Phaholyothin passed the assessment criteria and received the MEA Energy Awards from the 6th promote energy efficiency improvement in buildings project, organized by the Metropolitan Electricity Authority.



## BDMS Telehealth Anywhere

The current economic uncertainty results from numerous factors, such as the COVID-19 outbreak, causing changes in lifestyle and population structure called the “New Normal New landscape.” As the new lifestyle entirely transforms the customer expectation, BDMS adapts its business strategy in line with sustainable development by integrating innovation and medical technology. The intention is to gain opportunities and access to healthcare services for all stakeholders, particularly frailty patients suffering from chronic diseases and pediatric patients. Moreover, BDMS emphasizes healthcare in working aged adults by encouraging a life balance and preventive healthcare with the help of Telehealth Anywhere which comprises 4 principal services as follows:



### 1) Telehealth

BDMS develops Telehealth according to the different expectations of each patient group. The services include E-Appointment to facilitate the appointment process, allowing the customers to quickly select doctors and make an appointment with privacy. In addition, Teleconsultation is another service through applications where the customers can choose the medical services from 3 sources - My B+, Health Up and Well, provided by specialists under BDMS hospitals. Currently, BDMS offers medical advice for 13 diseases, compared with the services provided by the hospital, such as diabetes, chest diseases, gastrointestinal diseases, allergy center, dialysis center, ophthalmology and women's center.



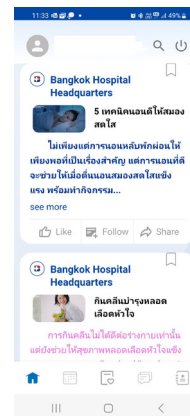
### 3) Telepharmacy

Telepharmacy is home drug-delivery and drug consultation services through applications in collaboration with a network pharmacy named Save Drug by BDMS. The pharmacy supplies and delivers the necessary medicines and medical supplies to the patients at their residences across Thailand. BDMS plans to extend the service areas covering remote locations, especially for patients with chronic diseases, those who require frequent doctor's visits and patients depending on continuous medication.



### 2) Home Sample Collection

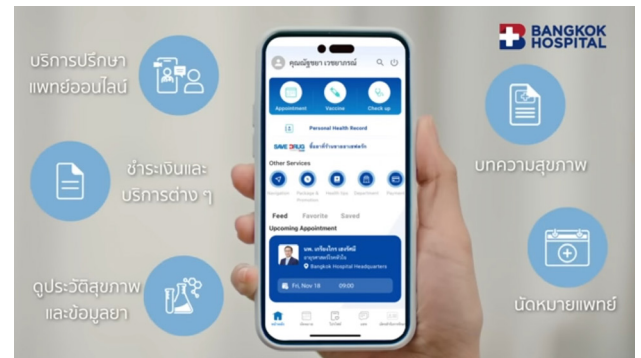
Home Sample Collection is an integrated health checkup service, including Onsite services such as blood collection at home. The test is then performed at certified BDMS laboratories to identify health conditions. The test results are digital, enabling the patients and doctors to receive the results simultaneously, facilitating an accurate and immediate treatment plan.



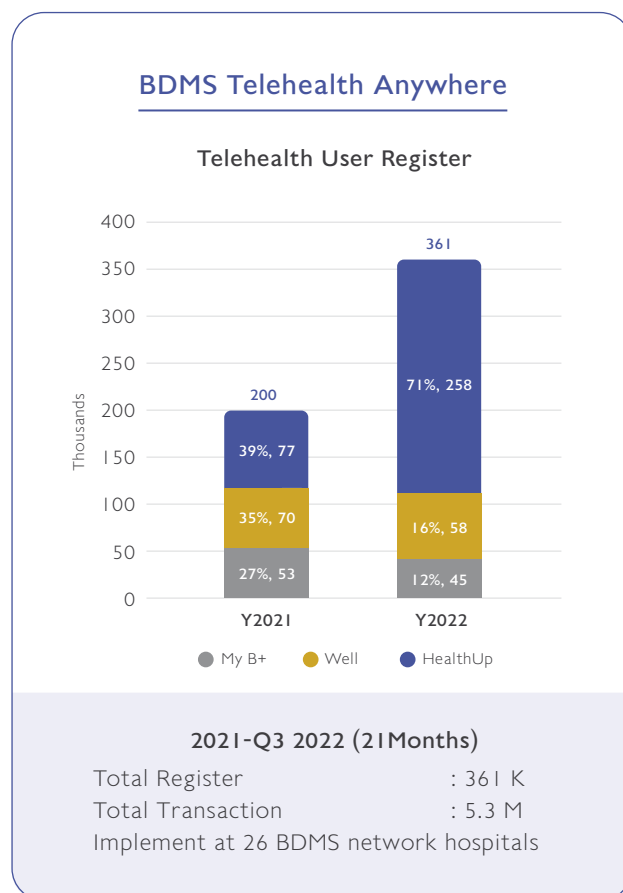
### 4) Teleconsult for Wellness

Teleconsult for Wellness is developed to support the health literacy systems and encourage healthcare by providing reliable information from healthcare specialists. Moreover, the program offers consultations from qualified nutritionists on healthcare and nutrition through an online application, accessible anywhere and anytime. Teleconsult for Wellness can foster behavioral changes, boost strength and fitness, and prevent sickness.

BDMS regards BDMS Telehealth Anywhere as an innovative healthcare service throughout the patient journey, from upstream to downstream. Hybrid healthcare services intend to enhance service efficiency while ensuring the utmost satisfaction of the patients and maintaining excellent medical service where patient safety is the highest priority over business performance. Telehealth functions are helpful for patients suffering from chronic diseases and extremely frailty patients who require constant medical care. Moreover, BDMS Telehealth Anywhere covers healthcare in all aspects including emergency medical care, by publishing online medical information such as first aid and CPR training. The determination is to encourage all users to gain knowledge on basic life support, which can reduce the death rate from an acute heart attack. After the training, the participants will receive a certificate to be used in the workplace.



According to BDMS Telehealth Anywhere performance from January to December 2022, over 360,000 users registered in the application, marking 38 million times of usage, in collaboration with 26 other BDMS hospitals.



Referring to the above information, apart from developing new business models in response to the customers undergoing treatment at BDMS hospitals, BDMS focus on innovation development to improve service efficiency and healthcare. The ultimate determination is to elevate the healthcare service standards in Thailand.

BDMS devises to develop a healthcare ecosystem with healthcare applications to provide digitalized hospital services and promote access to comprehensive healthcare through the BeDee Application. The 3 services in the applications - Teleconsultation, Telepharmacy and Health Mall by BDMS specialists, are set to be launched in 2023 and expected to generate 20 million target users in 2027.

# Corporate Governance

# Corporate Governance

## Opportunities and Challenges

Under the principles for good corporate governance, BDMS believes that conducting business in a transparent, fair, verifiable and ethical manner leads to target achievement. As a result, BDMS devises an efficient corporate governance structure to ensure sustainability, trust and utmost benefits to all shareholders and stakeholders.

## Supporting the UN SDGs

16.3, 16.5 and 16.7

## Target and Performance

Target 2022	Performance 2022
Awarded a 5-star or 'Excellent' on the Corporate Governance Rating	Awarded a 5-star or 'Excellent' on the Corporate Governance Rating



## Key Performance Dashboard

With the determination to conduct business in a transparent, fair, verifiable and ethical manner, BDMS was awarded a 5-star rating or ‘Excellent’ score on Corporate Governance in 2022, referring to the Corporate Governance Report of Thai Listed Companies (CGR). The report was published by the Thai Institute of Directors (IOD), a non-profit organization established with support from The Securities and Exchange Commission of Thailand (SEC), The Stock Exchange of Thailand, The Bank of Thailand, the Foundation for Capital Market Development Fund and the World Bank.

## Management Approach

### BDMS Corporate Governance

BDMS Board of Directors establishes the Corporate Governance Policy for executives, committees and employees as operational guidelines in accordance with the Corporate Governance Code for registered companies under The Securities and Exchange Commission of Thailand (SEC) and The Stock Exchange of Thailand. The determination is to ensure business operations in a transparent, fair, verifiable and ethical manner.

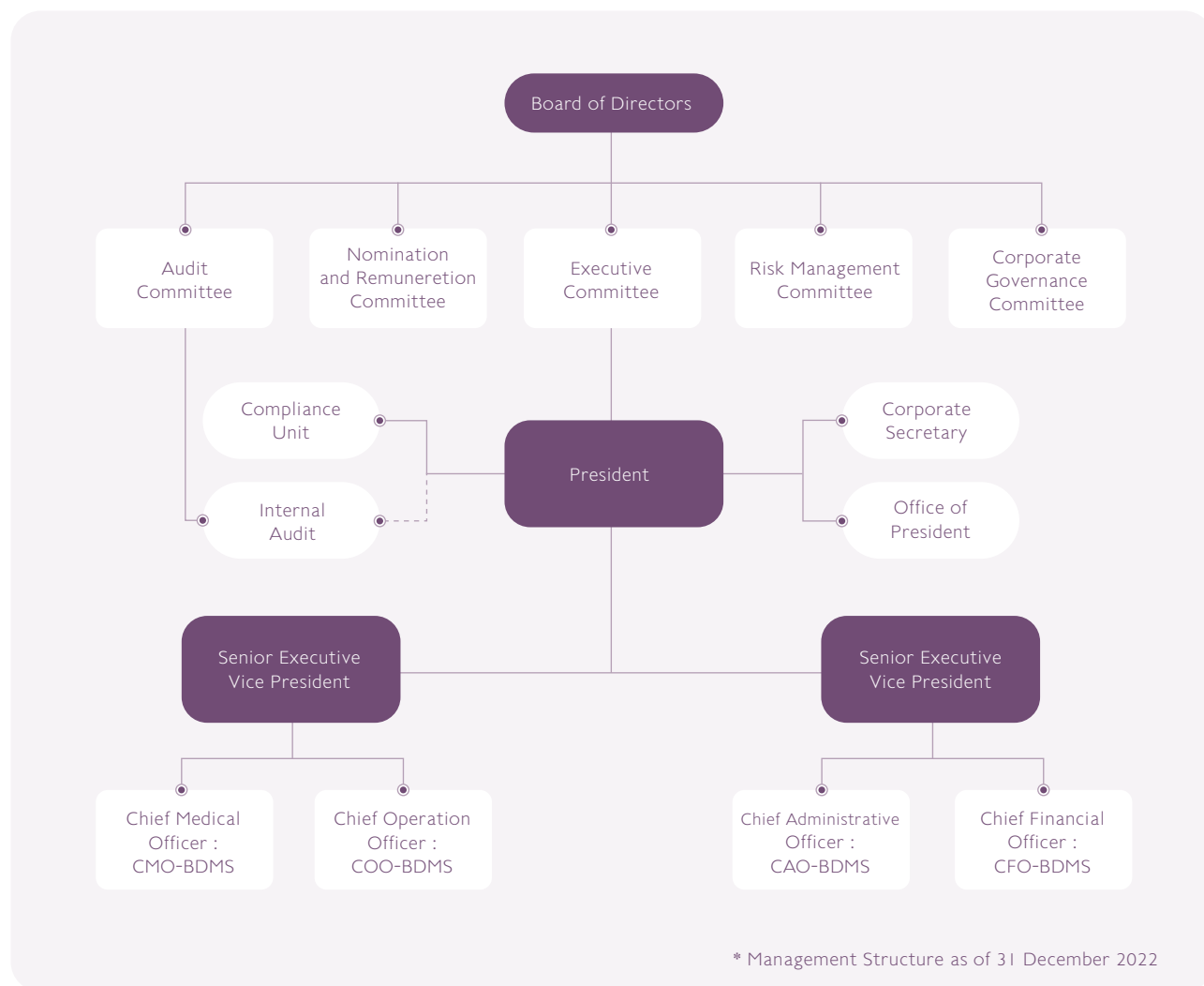
As a consequence, BDMS establishes a clear, equitable and verifiable structure, comprising the Board of Directors and 5 subcommittees: Audit Committee, Nomination and Remuneration Committee, Executive Committee, Corporate Governance Committee and Risk Management Committee. Their responsibilities are to set and ensure compliance with operational policies, internal control measures and guidelines. In addition, the policies and operational guidelines must be communicated to senior executives who will then convey them to other executives and employees at all levels.

### BDMS Corporate Governance Policy Scope





## Corporate Governance Structure



# Codes of Conduct

## Codes of Conduct

### Opportunities and Challenges

Learning that sustainable growth is built on the foundation of goodwill and integrity, BDMS determines to establish a fair, transparent and verifiable business operation under good and anti-corruption ethics, following the corporate mission of “becoming the leader in healthcare excellence accredited under international standards using modern and cutting-edge technology. Fostering business operations with efficient networks by talented professionals. Conforming with standards and medical ethics preservation to continuously improve the service quality for the utmost benefits, customer satisfaction and business growth.” BDMS commits to maintaining a positive corporate reputation and building trust with shareholders, investors, customers, business partners, communities and all other stakeholders.

### Supporting the UN SDGs

12.6, 16.3, 16.5 and 16.7

### Target and Performance

Target 2023	Performance 2023
<b>100%</b>	<b>100%</b>
Publish, communicate and ensure understanding of BDMS Codes of Conduct through corporate websites.	Publish, communicate and ensure understanding of BDMS Codes of Conduct through corporate websites.

### Key Performance Dashboard

Communicate, raise awareness and evaluate BDMS Codes of Conduct of all employees (100%)

### Management Approach

BDMS commits to conducting fair, transparent and verifiable business operations under good ethics and anti-corruption principle, considering the benefits of all stakeholders from internal and external businesses in Thailand and abroad. Moreover, BDMS supports and governs the executives and all employees by enforcing and announcing the Code of Conduct and related policies such as BDMS Code of Conduct, Fraud Prevention and Anti-Corruption Policy, Whistleblower Policy and Policy on Non-Infringement of Intellectual Property Rights and Copyrights. In addition, BDMS communicates all policies to the executives, Board of Directors and all employees with the intention to set the regulations and work scope under good ethics, corporate governance and integrity as essential principles for business operations.

## Employee Code of Conduct

BDMS sets out the countermeasures for violation, avoidance, defiance and/or negligence of the BDMS Code of Conduct, corporate regulations, rules, measures and guidelines from management or employees at the management and professional level. Violation of the Code of Discipline of any kind will result in disciplinary actions depending on the management's discretion, such as verbal or written warning, unpaid suspension (not exceeding 7 days), non-payment of bonus, withholding of increment and termination of employment. In addition, BDMS launches guidelines for submitting inquiries or reporting breaches.

## Employee Policy Training 2022

Under corporate governance, BDMS assigns the central Human Resources Department to organize the Employee Policies Training for executives and employees of all levels. Apart from enhancing good corporate governance, anti-corruption principle and internal data management, the courses aim to ensure the employee's excellent service delivery to the customers while contributing as a good member of the community and society. Managers and department heads are to participate in the mandatory training covering good corporate governance on management while all employees must attend the Employee Policies training. After the training, the performance of the attendees will be constantly monitored and evaluated. The executives and employees must undergo the test at least once a year to ensure an understanding of each policy listed as follows:



**Fraud Prevention and Anti-Corruption Policy**



**Policy and Guidelines on Human Rights**



**Supervision of Inside Information Usage Policy and Corporate Information Disclosure Policy**



**Policy on Non-Infringement of Intellectual Property Rights and Copyrights**

Emphasizing fraud prevention and anti-corruption, BDMS arranges training from orientation to regular training to online training materials for hospitals and subsidiaries. Moreover, BDMS shares internal corruption cases with the employees in an attempt to prevent repetition in the future. Besides, BDMS sets the assessment of employee awareness annually, while the results are included as evaluation indicators for executives in all BDMS subsidiaries.

## Doctor's Code of Conduct

BDMS appoints the Medical Affairs Office to ensure that the doctors and dentists in subsidiary hospitals conform with the Medical Council Regulations on Medical Ethics Preservation, B.E. 2549 (2006) and BDMS Code of Conduct. Consequently, BDMS Medical & Dental Staff Bylaws was written, including related and necessary details such as qualification and type of Medical Affairs Office member; member appointment and extension; clinical services; appointment and responsibilities of the Committee; inspection and performance evaluation of the doctors and dentists related to patient care; data privacy; appropriate and inappropriate behaviors, etc. Besides, BDMS monitors medical ethics efficiency and doctors' behavior through online reporting and complaints. If the medical ethics are violated, BDMS will conduct fact-finding to determine the consequences - a verbal warning, probation and termination of employment respectively, as stated in the BDMS Bylaws.

### Medical Ethics and Code of Behavior Mandatory Training for Doctors and Dentists

The Medical Affairs Office launches Code of Behavior training to outline the Code of Conduct and good practices for doctors and dentists. The intention is to communicate and ensure their understanding of the subject according to the BDMS Bylaws. The mandatory course is designated for all BDMS doctors and dentists to attend via the BDMS MSO Training application.



In 2022, BDMS organized 5 main BDMS mandatory courses (including 5 sub-courses) as follows:

1. BDMS bylaws
2. Code of Behavior
3. Doctor Communication
4. Legal Issues in Insured Patient Administration for Physicians
5. BDMS PDPA Awareness Training for BDMS Physician



BDMS bylaws



Code of Behavior

### Let's START



Doctor Communication



Legal Issues in Insured Patient Administration for Physicians



BDMS PDPA Awareness Training for BDMS Physician

In 2022, 100% of doctors and dentists attended the BDMS online mandatory courses. The online system enabled improvement on the tracking system for acknowledgment of BDMS Bylaws and BDMS Code of Behavior. In addition, integrating the modern and easily accessible online training system allowed doctors and dentists to attend training from anywhere and at any time.

## Patient Care Guidelines for Clinical Staff

To ensure the confidence and freedom to speak up of medical staff, BDMS enforces the Code of Conduct and regulations to govern the operations performed by clinical staff following the Medical Ethics Preservation. Additional guidelines are also available for special cases due to the patients' limited physical and mental conditions and under the doctor's discretion after thoroughly consulting the Hospital Director, the representative of the Hospital Director or the related Department Head. Examples of details for patient care, patient transfer, discharge and treatment are as follows:



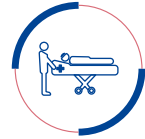
### Admission

- Doctors or relevant personnel must provide information regarding the sickness, diagnosis, treatment, and positive and negative outcomes while allowing the patients to inquire before signing or refusing consent unless in emergency and life-threatening situations.
- Evaluate the necessity and emergency for patient admission following the patient's health conditions.
- Assign the patient beds per treatment necessity and convenience.
- In case of deny admission due to the inability to provide treatment or patient care suitable for the sickness, the hospital can initiate the patient transfer to network hospitals or other hospitals requested by the patient considering receiving hospital's capacity and suitability for the patient's conditions.



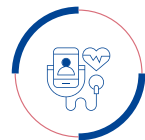
### Patient Discharge

- Approve patient discharge only after consent of the treating doctor and ensure the diagnosis report is recorded and delivered to the patients before the discharge date.
- Inform necessary information, including risks and alternatives, in case the patients call for discharge without the consent of treating doctors or refuse medical treatment.
- Fill out the "Refusal of Medical Treatment" form with doctors and nurses as witnesses if the patient decides to discharge without consent from the treating doctor. Afterward, the relevant doctors and nurses must certify the "Patient Refusal of Treatment" with one witness and submit the form in the medical record.
- Announce the cause of death appropriately by the responsible doctor in case of death in the hospital and ensure the transfer of the deceased in compliance with local regulations.



### Patient Transfer

- Prioritize intra-patient transfer according to the patient's conditions and emergency, such as transfer to the operating room, delivery suite, critical care unit, ward or for diagnosis.
- Facilitate inter-patient transfer when the treating doctors approve. In the case of air transfer, the treating doctors must evaluate the fit to fly together with aviation doctors.



### Treatment

- Assign medical professionals' responsibilities on patient treatment, filling the patient records and delivering the patient report to the treating doctors and the relatives of the patients.
- Submit details of treatment records in case of patient transfer.
- Ensure regular visits to the patients to monitor and evaluate the treatment progress. If unavailable, the responsible doctors must assign other doctors in advance for replacement.



### Treatment of Patients with Suicidal Ideation

- Inform necessary preventive measures for self-harm in patients with suicidal ideation and eliminate hazards to other patients.
- Establish dedicated measures for patients with suicidal ideation by the medical professionals and employees of the hospitals to ensure the safety of other patients, such as arranging a dedicated treatment area for close monitoring; providing treatment in collaboration with a psychologist; ensuring proper treatment records; encouraging extra patient care and immediately alerting the responsible doctor in case of any irregular symptoms.



### Medication

- Confirm the medication for patients is certified by Food and Drug Administration Thailand and the medication usage complies with the conditions.
- Monitor daily dose consumption to avoid overmedication.
- Suspend all types of medication immediately after an intake of 30 days. The responsible doctor is in charge of issuing or renewing the prescription.
- Ensure medication intake per the prescription by doctors.
- Prohibit usage of intoxicating substances, antidepressants and sleeping pills in the hospital. Forbid making of drugs in any circumstances.
- Ensure all medication provided and passed the procurement process by the hospital's Pharmacy Department and assigned Committee only.



### Prescription

- Ensure the prescription is clear, concise and completed in writing with the date and time.
- Assign the nurses and pharmacists to be responsible for recontacting the doctor prescribing the medication in case the handwriting is unclear. No further actions shall proceed if the prescription is not confirmed.
- Immediately revoke the prescription if the patients require operations, receive treatment in the ICU or are just discharged from ICU. The medical prescription must be newly written or printed.



### Consent

- Sign the consent form before receiving treatments. Ask for a specific consent form for diagnosis, treatment, operation or medical procedure that poses risks. Notify the patients of the treatment plan, alternatives, benefits, disadvantages and treatment process while ensuring the doctor signs the consent form before proceeding with the diagnosis and treatment.
- Ensure no treatment or surgical procedures without consent from the patients.
- Should the patient refuses to sign the consent form, the treating doctor must certify in writing the refusal of medical treatment.
- Accept consent to surgery if the patient reaches the age of majority; however, should the patients be under conditions that prevent them from signing the consent form, such as physical disability and/or insanity, minors and elderly, the legal representative or relatives can sign the consent form on their behalf.
- Ask for consent in writing from the patients or legal representatives before taking photographic or video evidence while explaining its necessity, procedure, storage duration and data usage.



### Consultation

- The responsible doctor reserves the right to decide concerning the disease severity and inquire or raise concerns to clarify the diagnosis or the treatment. The medical professionals in the hospital must ensure consultation with specialist doctors only when necessary.
- Provide consultation services (except in an emergency) when the patient confronts a high-risk situation; when the diagnosis is unclear; when complications of treatment arise, etc.
- Check for symptoms and document them in the medical records. Afterwards, the responsible doctor must sign to certify the diagnosis in the medical records before surgery.
- Submit the request for a consultation by the responsible doctor and declare all related information stating the reasons for the consultation request. The responsible doctor is in charge of providing the consultants to the patients.



## Corruption Prevention and Complaint Management

Dedicating to anti-corruption principles, BDMS Committee announces, fosters and communicates the Fraud Prevention and Anti-Corruption Policy to employees of all levels, including executives, the Board of Directors and employees. Moreover, BDMS supports and arranges internal evaluation to prevent and counteract potential internal corruption.



## Whistleblowing - BDMS Code of Conduct Reporting and Performance

BDMS establishes reporting procedures, channels and processes in case of malpractice, misconduct of the Code of Conduct, regulations and policies, or behaviors leading to corruption or improper advantages. In addition, the company enforces the Whistleblower Policy to protect and lessen the damage to complainants following the Fraud Prevention and Anti-Corruption Policy. The central Human Resources Management and Human Resources departments of BDMS subsidiary hospitals are in charge of launching contact channels for all stakeholders to inquire or report concerns. The reporting channels are disclosed in the BDMS Code of Conduct, the Whistleblower Policy and the Fraud Prevention and Anti-Corruption Policy. Reports can be submitted through letter or e-mail to responsible departments who will proceed with the investigation and continuously monitor the results. Further rectification regarding the complaints will be communicated to the complainant in the specified time frame.

### Ethics Reporting Channel



#### Post

Submit the report at  
Central Human Resources Department  
Bangkok Dusit Medical Services Public Co.,  
Ltd.  
2 Soi Soonvijai 7, New Phetchaburi Rd.  
Bang Kapi, Bangkok 10310 Thailand



#### Internal channels

e.g. AMPOS, PeopleSoft or  
online incident reporting  
system.



**Social Media Platforms**  
by the Hospital



#### E-mail

Referring to each type of  
report

Type of Report	Responsible Personnel	E-mail
Breach of Employee Code of Conduct	Highest-ranking officer in Central Human Resources Management	ConductEmployee@bdms.co.th
Breach of Executive Code of Conduct	<ul style="list-style-type: none"> <li>Chairman, or</li> <li>Chairman of the Audit Committee, or</li> <li>Company Secretary</li> </ul>	ConductDirector@bdms.co.th
Breach of Medical Professional Code of Conduct	<ul style="list-style-type: none"> <li>Chief Operating Officer, or</li> <li>Chief of Medical Affairs, or</li> <li>Chief of Doctors</li> </ul>	ConductDoctor@bdms.co.th
Accounting Anomalies	Chairman of the Audit Committee	ConductAudit@bdms.co.th
Concerns Related to Corporate Reputation and Image	President	Conduct@bdms.co.th



## Diagram for Ethics-related Task Management

BDMS manages ethics reporting channels via the corporate's central e-mail for reporting wrongdoings. The responsibilities of the central Human Resources Management and the Ethics Committee at the corporate level are as follows:



Manage and monitor the performance related to employee's corporate ethics while supporting fact-finding, appointing the Committee in case of Code of Conduct violation and imposing appropriate penalties.



Review and revise ethical issues in healthcare. Foster understanding of the Code of Conduct and policy through the relevant platforms.



Encourage learning about ethics and support good behaviors. Testing the awareness regarding the Code of Conduct and policy for employees of the hospitals and subsidiaries.



Appoint an appropriate Committee to attend the bi-monthly meeting or when urgent concerns arise. Review and encourage learning courses about the Employee Code of Conduct while fostering the employee's positive behaviors through training and initiatives.



Report the performance to the Quality Management Committee and inform the HR Department in all hospitals and subsidiaries regarding the misconduct to raise awareness and prevent repetition in the future.

Complainants can report ethical violations via the central e-mail. The central Human Resources Management executives are responsible for contacting the complainants and investigating the issues. If found guilty, the Committee will be appointed for further fact-finding and implementing appropriate penalties. Factors to be considered include the intention to wrongdoings, severity, repetition and offering of second chances.

In 2022, 7 cases brought about disciplinary actions. BDMS investigated and rectified all cases while sharing the detailed reports with the complainants via the central e-mail and the Ethics Committee.

## BDMS Code of Conduct Performance

**7 cases**

concerning the BDMS Code of Conduct malpractice and corruption cases were reported.

**100%**

of cases concerning the BDMS Code of Conduct malpractice and corruption were investigated and rectified.

**0 cases**

of violation of laws and regulations in 2020-2022 have been reported.



# Risk and Crisis Management



# Risk and Crisis Management

## Opportunities and Challenges

BDMS emphasizes risk management covering 3 aspects - Environmental, Social and Governance (ESG), which play a significant role in good corporate governance. Risk management can support decision-making and reduce business risks to ensure target achievement. The process also helps lessen obstacles and unpredictable factors in both financial and operational aspects while building trust among investors and all stakeholders.

## Target and Performance

Target 2022	Performance 2022
<b>100%</b>	<b>100%</b>
of business units adopt risk management covering all critical working processes.	of business units adopt risk management covering all critical working processes.

## Management Approach

### Risk Management

BDMS operates following the Risk Management Policy where the Board of Directors assigns independent representatives from the relevant department as members of the Risk Management Committee to review the Risk Management Policy and guidelines. Their other responsibilities include risk identification and assessment, guideline establishment and integrated management throughout the business operations. The risk management performance is quarterly reported to the Risk Management Committee. At the same time, any emerging risks related to the medical service business in line with global trends, population structure and technologies must be assessed.

In addition, to achieve the safety of obstetric patients, BDMS appoints BDMS Safe Pregnancy and Delivery Working Team to set the treatment guidelines for women during pregnancy and childbirth. The objectives are to achieve high-quality treatment and gain knowledge, capabilities and skills in patient care for mothers and newborns per international standards.

## BDMS Risk Factors

Referring to the risk factor analysis in 2022, BDMS categorized the risks from the business operations as follows:



### Clinical Risk & Quality

Manage high-risk pregnancy and surgical patients.



### Operational Risk

Maintain the standards on patient information management and communication between the patients, their families and medical personnel.



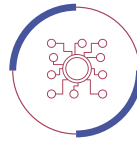
### Human Capital Risk

Manage outdated contracts and ensure clear, correct and verifiable overtime pay and welfare management.



### Financial Risk

Assess financial risks, liquidity, investment risks and budget.



### Technological Risk

Review the information security procedure, website's security and legal risks related to the information security



### Regulatory & Legal Risk

Monitor online products and services that fail to register with E-Commerce, direct marketing, debt collection or compliance with the regulations related to private data or land and building tax.



### Hazard Risk

Implement hospital systems, certified buildings, fire protection, wastewater treatment systems, infectious waste and contract management.



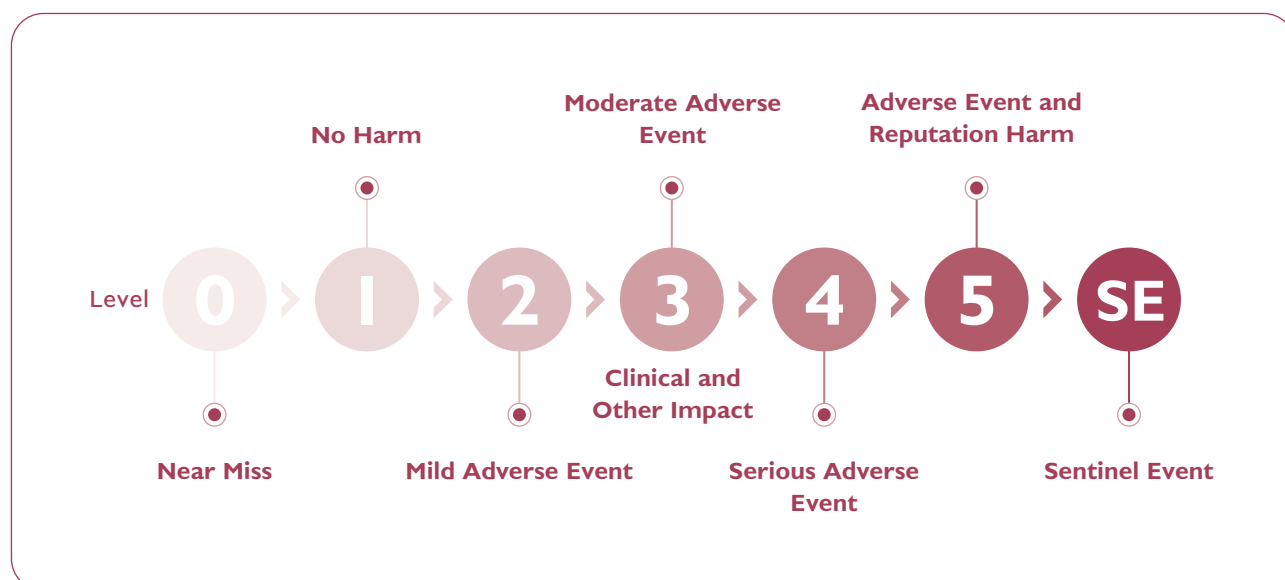
### Reputation Risk

Manage reputational risks on branding or public perception.



## BDMS Occurrence Reporting<sup>1</sup>

BDMS sets the occurrence reporting system for employees and related internal and external personnel in case of any risks or incidents in the business operations. Any incidents must be immediately reported within 8 hours online or through regular channels for investigation and data analysis on the impact level. The reporting can be categorized into clinical impact and others as follows:



Each impact level results in different internal investigation methods. The occurrence report will be monthly and quarterly presented to the executives.

<sup>1</sup> See further Grievance Management and Remediation at [www.bdms.co.th](http://www.bdms.co.th)

## Communication Simulation: Enhancing BDMS RM Communication (Negotiation) Skill Project

BDMS constantly organizes training to improve risk management skills for patient safety coordinators and enhance the safety culture in the organization. The Communication Simulation: Enhancing BDMS RM Communication (Negotiation) Skill Project is an online simulation training designed for patient safety coordinators and complaint managers. In 2022, 90 participants attended 2 video theory sessions - How to deal with RM Case and Empathy Management followed by 2 practice scenarios. The training objective is to share thoughts and experiences to apply in the workplace.

### New Doctors Orientation

To build a safety culture among the new doctors joining the BDMS hospital subsidiaries, BDMS organizes the online New Doctors Orientation quarterly to communicate the policy and practices with the topics as follows:

- **Welcome to BDMS** - Greeting and introduction to BDMS by the Chief Medical Officer
- **How to be a Happy Doctor** - BDMS believes that happiness at the workplace helps deliver the best and high-quality services to patients.
- **Healthcare and Standard of Care** - fundamental for all new doctors to understand and practice.
- **BDMS Risk Management** - Focus on proactive prevention. In case of an incident, the doctor must submit a report for more accurate and appropriate management while ensuring the utmost patient safety.
- **Do and Don't for BDMS Doctor** - fundamental for all new doctors to understand and practice.
- **Health Plaza and Teleconsultation**

In 2022, among the 1,260 new doctors joining BDMS, 993 participated in the training of the total new doctors.



EP.1 <https://youtu.be/J3esl2FtllI>





### BDMS Risk Management: Proactive Clinical Risk Management

With a proactive mindset, BDMS launches the BDMS Risk Management: Proactive Clinical Risk Management training to communicate the policy and devise a patient safety plan to prevent and lessen risks. The project is led by the Patient Safety Lead Team, comprising BDMS Safe Surgery and BDMS Safe Pregnancy and Delivery. The attendees include the highest executives, Hospital Director, Medical Director, Quality Center, doctors, nurses and all employees. The training courses include the introduction of the Patient Safety Lead Team, dissemination of the policy and preventive risk management direction, and studying patient care after general or spinal surgery and high-risk pregnancy. Ultimately, BDMS expects the attendees to be able to adapt the knowledge to the workplace while ensuring the utmost patient safety and collaboration between hospital subsidiaries, supporting the safe and sustainable culture of BDMS.

Procedure  
for Patient Care  
after General  
Surgery

Procedure  
for Patient Care  
after Spinal  
Surgery

Procedure  
for Obstetric  
Patient Care

### BDMS Golden Jubilee Scientific Conference

BDMS Safe Pregnancy and Delivery held BDMS Golden Jubilee Scientific Conference in 2022, hosting doctors from BDMS and other hospitals in Thailand. The virtual conference focused on female patients during a high-risk pregnancy and evidence-based practice patient care for the safety of mothers and newborns.



## BDMS Risk Management Procedure

BDMS establishes the risk assessment and analysis procedure for clinical and critical tasks considering its likelihood and severity to determine the risk appetite and rank the importance before making decisions on corrective actions that may affect the organization. The risk management procedure is as follows:

### 1. Risk Identification

The department head and the committee responsible for critical systems are responsible for reviewing the working process, risks and factors from the occurrence or incidence report in the passing years, statistical indicators and experience from the externals to determine the potential impact. The Committees are listed as follows:

Committee of Pharmacotherapy and Blood Transfusion	Committee of Disease Prevention and Control in Hospital	Committee of Safety Occupational Health and Environment
Committee of Patient in Anesthesiology and Surgery	Committee of Medical Records Standards	Committee of Medical Information
Committee of Critical Care Standards	Committee of Disease-Specific Care	Committee of Quality Development and Clinical Safety

### 2. Risk Analysis

The risk analysis process is as follows:



- Evaluate the impact on the organization such as likelihood, frequency or probability
- Evaluate the impact on relevant sectors such as:

Patient and Staff Safety	Strategic and Operational	
Financial	Reputation	Compliance to Laws and Regulations

### ➤ Risk Scoring or Risk Prioritization

is considered from the probability and the impact to establish the risk assessment matrix. The evaluated risks must be within the risk appetite level of low or moderate only.

Consequence	Likelihood				
	1	2	3	4	5
	Rare	Unlikely	Possible	Likely	Almost Certain
5 Catastrophic	5 Moderate	10 High	15 Extream	20 Extream	25 Extream
4 Major	4 Moderate	8 High	12 High	16 Extream	20 Extream
3 Moderate	3 Low	6 Moderate	9 High	12 High	15 Extream
2 Mild	2 Low	4 Moderate	6 Moderate	8 Moderate	10 Moderate
1 Negligible	1 Low	2 Low	3 Low	4 Moderate	5 Moderate

### 3. Crisis Risk Assessment

The Environment Committee is assigned to monitor the natural hazard, technological hazards, human hazards and hazardous materials as well as review the potential crisis in the hospitals. The potential factors are as follows:

Probability or Likelihood		Human Impact		Property Impact	
Business Impact	Preparedness	Internal and External Resources Status		Risk Relative Threat Score	

### 4. Risk Management

The risk management plan or projects are launched to prevent or lessen the risk level depending on its priority. The responsible party must report and present the plan to the Boards of Executives for suggestions and supporting resources.

### 5. Risk Management Execution

The risk assessment plan and related policies must be communicated and updated to the concerned personnel. The project indicators must be quarterly reported to the supervisors or concerned Committees.

### 6. Performance Review

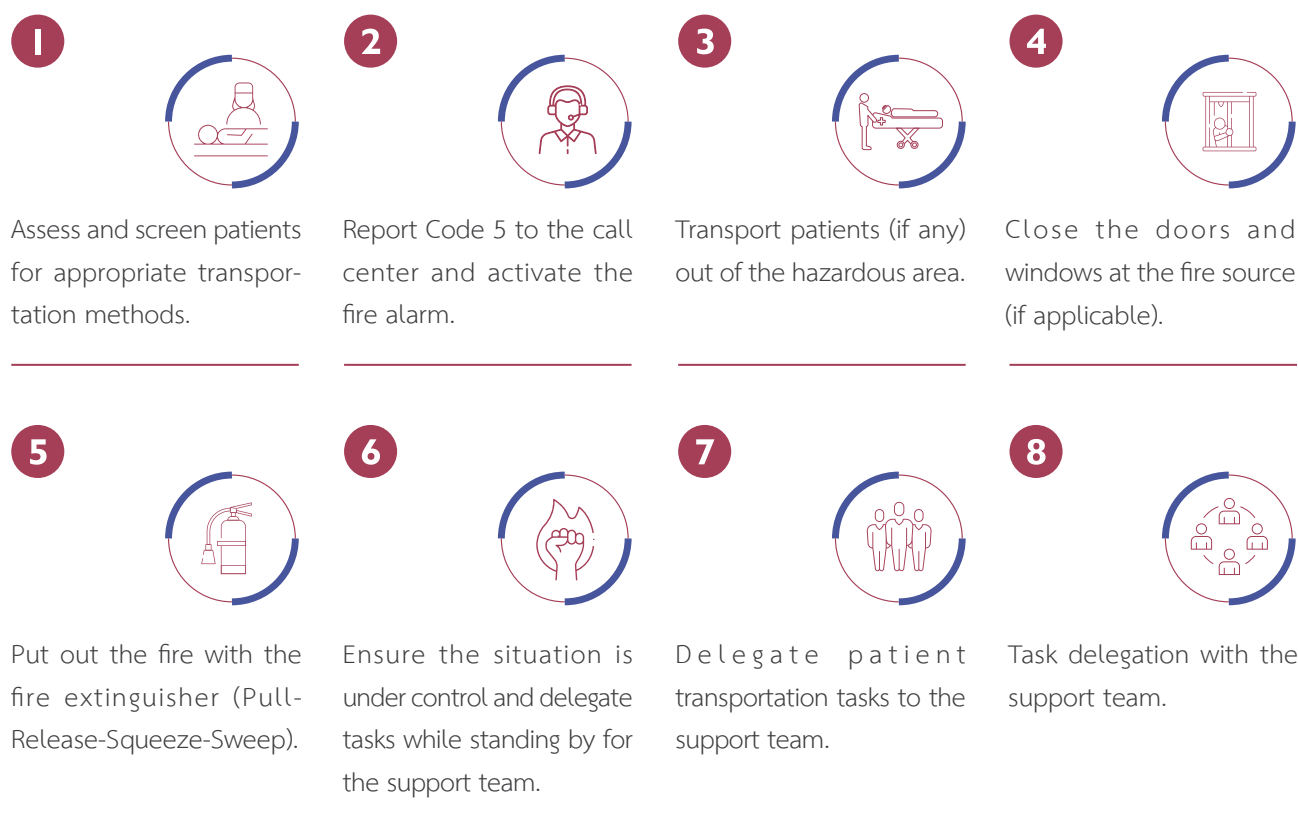
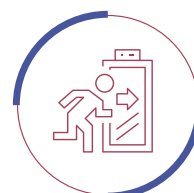
Supervisors or concerned Committees is responsible for monitoring and assessing risk management performance which must be reviewed and summarized.

## Crisis Management

BDMS Board of Directors appoints the Risk Management Committee to establish the guidelines and assign responsible personnel for crisis management during an emergency, pandemic or natural disaster in line with the quality and safety standards. The guidelines are to set an efficient and systematic response plan for the external and internal crises together with the recovery plan for all scenarios in collaboration with the stakeholders.

### Code 5 Fire Drill Training

Under Bangkok Hospital Headquarters, Bangkok Hospital, Bangkok International Hospital and Bangkok Heart Hospital conducted Fire Drill (Code 5) per regulations and practices in 2022, covering details as follows:



As for the situation control and task delegation, while standing by for the support team, the in-charge nurse is responsible for patient check and switching off the oxygen valve in the department. In addition, the in-charge will delegate tasks to internal personnel such as patient transportation, medical record preparation, sourcing medical supplies and flashlights for patient transportation, alerting fire emergency to other patients and crowd control. The fire drill training was 94% completed compared with the completed procedures. Consequently, the feedback was communicated to relevant sectors for future improvements, such as the sound quality of the internal broadcast, fire alarm equipment testing, clearer task delegation, etc.

## Contingency Plan to Cope with Computer Failure

In 2022, Bangkok Hospital and Bangkok Hospital International, under Bangkok Hospital headquarter, organized the Contingency Plan to Cope with Computer Failure (Code 7) to ensure the readiness of the backup system and guidelines to sustain core business activities in an emergency. The details of the plan are as follows:



### Call Center Department

Announcement through internal broadcast and massaging to the relevant personnel.



### Registration Department

Customer personal identification confirmation, documentation, and retrospective registration.



### Outpatient Department

Preparedness of documents, documentation system, backup system; drugs fee inspection, documentation, and drug management process management.



### OPD Cashier Department

Preparedness of the backup system, services cost, and retrospective documentation.



### Inpatient Department (IPD)

Preparedness of documents, documentation system, backup system; laboratory results, drug management, and retrospective documentation.



### Inpatient Cashier Department

Preparedness of the backup system, services cost, and retrospective documentation.



### Medical Record Department

Preparedness of the backup system, backup manpower, medical record delivery management and retrospective documentation.



### IT by Greenline Synergy

Tasks delegation of the team, coordination or communication with relevant personnel, progress reporting, testing of the backup system and system preparedness upon backup completion.

As a result, the Contingency Plan to Cope with Computer Failure was succeeded at more than 94% against prescribed procedure, and the opportunity for improvement for future improvement.

## Crisis Management Performance 2022

**100%**

of crisis management plan testing compared with the target of no less than 90%

**100%**

of After Action Review (AAR) to follow up compared with the target of 100%



# BDMS Sustainability Development

# BDMS Sustainability Development

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## BDMS Sustainability Framework

### Leading Sustainable Healthcare Providers

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#### BDMS Sustainability Vision

Becoming the leader in innovative healthcare excellence accredited under international standards while delivering the best values and experiences to the customers based on corporate governance and sustainable development covering responsibilities towards the society, community and environment.



## BDMS Sustainability Development Guidelines



Create collaboration among the stakeholders throughout the supply chains.



Identify and evaluate sustainability material topics.



Respond to and manage the sustainability material topics.



Publish the sustainability performance.

## Sustainability Elements

Environment	Society	Economy
Energy and Climate Change Management	Occupational Health and Well-being	Service Quality and Patient Safety
Circular Economy	Human Capital Development and Retention	Information Security and Privacy
Water Stewardship	Sales and Labeling Practices	Innovation and Collaboration
	Community Engagement and Healthcare Accessibility	Supply Chain Management
		Customer Relationship Management

## Sustainability Development Work Scope



### Beyond Excellence

Complete privacy and information security system while delivering digital services and developing sustainability following the sustainability materiality topics.



### Developmental Innovation

Foster innovative culture while seeking alliances in innovative healthcare.



### Meaningful Sustainable Engagement

Adjust the guidelines and evaluate the environmental data collection per international standards to lessen the climate change impact while establishing the human rights guidelines.



### Social Contribution

Access to healthcare while organizing training on healthcare in general and basic life support. Collaborate with partners for social services to achieve sustainable health and wellbeing.

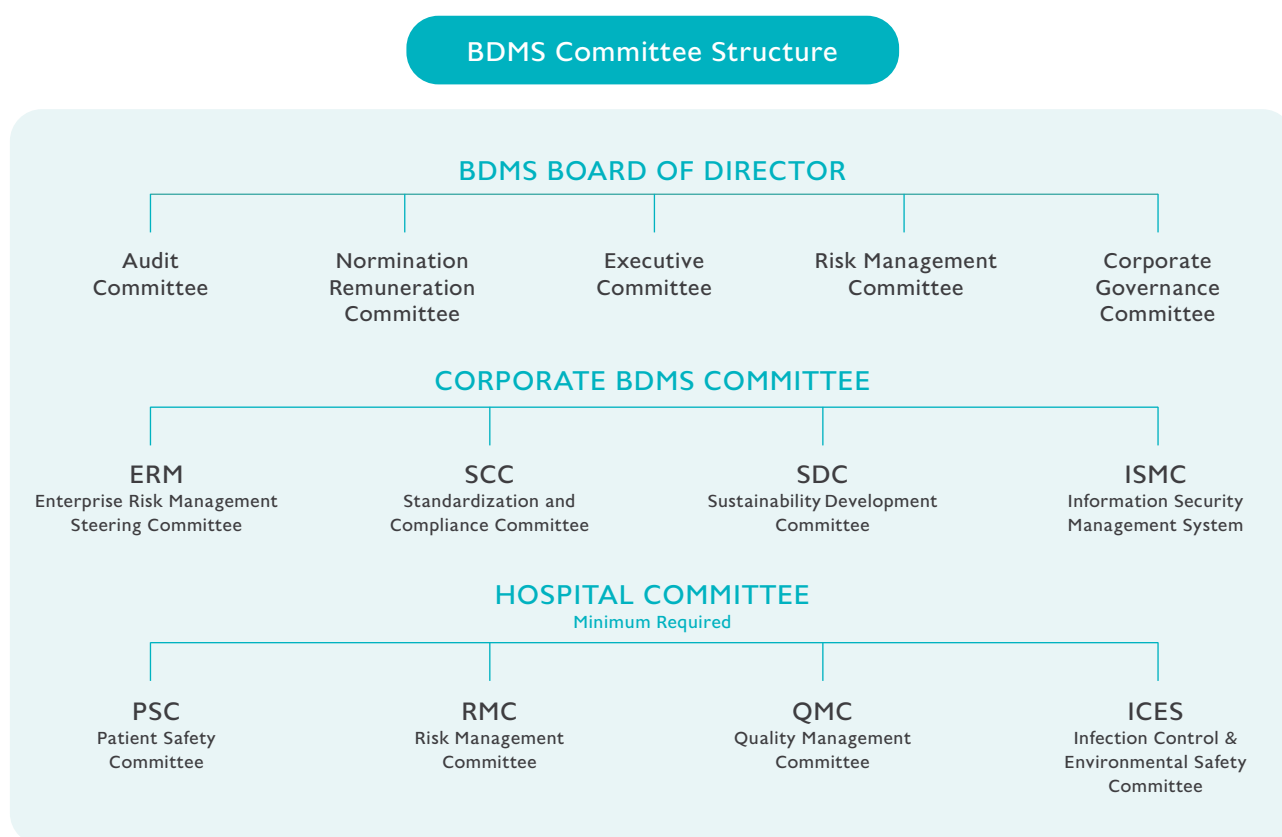
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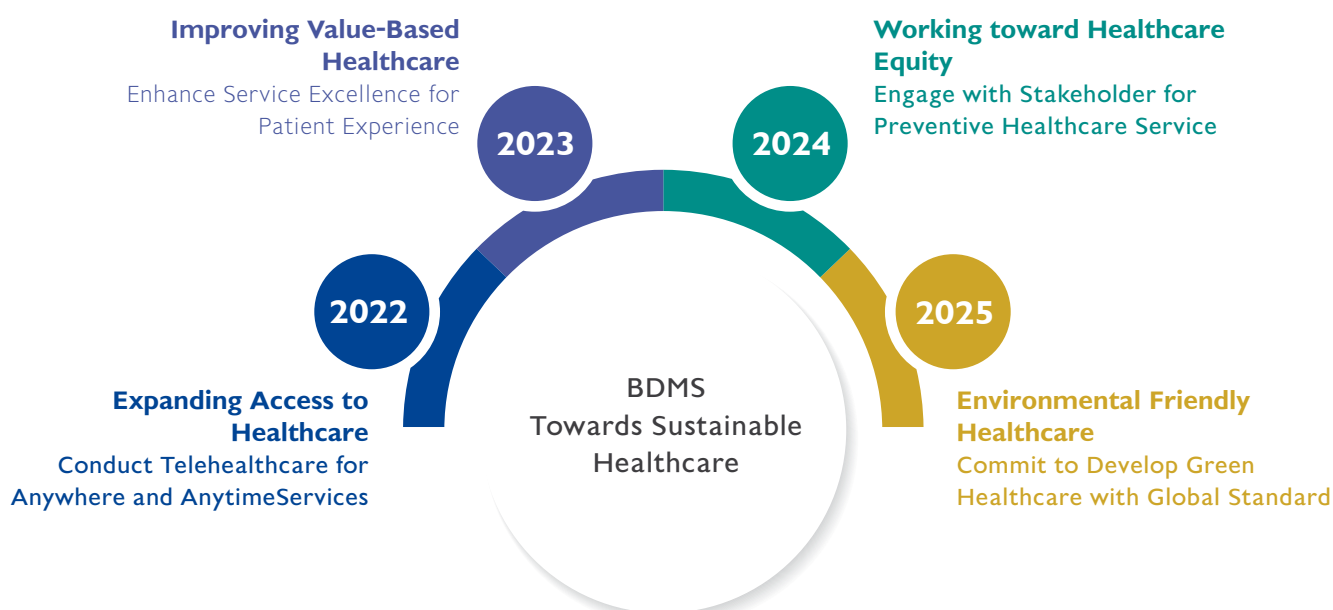
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According to the BDMS development and management plan for sustainability materiality topics, BDMS includes sustainable operations into BDMS Committee Structure as follows:



### BDMS Driving Sustainability





































## Sustainability Goal 2050

Service Quality and Patient Safety	100% of hospitals certified by Thailand and International Healthcare Standard.	100%
Information Security and Privacy	All business networks operate according to international standards regarding privacy and information security.	100%
Innovation and Collaboration	Foster innovative initiatives.	5,600
Supply Chain Management	Rank Critical Tier I Suppliers by the importance level for operations concerning supply chain sustainability.	100%
Customer Relationship Management	Reach a customer satisfaction rate of no less than 90%.	90%
Occupational Health and Well-being	Achieve zero Work related Injury Frequency Rate.	0
Human Capital Development and Retention	Ensure employee engagement compared with all employees.	85%
Sales and Labeling Practices	Comply with the regulations related to sales & labeling guidelines.	100%
Community Engagement and Healthcare Accessibility	Organize initiatives for healthcare access for the communities in Thailand.	15,000
Energy and Climate Change Management	Decrease direct and indirect greenhouse gas emissions (Scope1 and Scope2)	100%
Circular Economy	Increase the percentage of non-hazardous waste for recycling.	50%
Water Stewardship	Reduce the water consumption per Baht revenue compared with the base year 2022.	10%



## Towards Sustainability Goals

Service Quality and Patient Safety	100% of hospitals certified by Thailand and International Healthcare Standard.	 
Information Security and Privacy	100% of business networks operate according to international privacy and information security standards.	   
Innovation and Collaboration	Launch 5,600 innovative initiatives.	  
Supply Chain Management	Rank 100% of Critical Tier I Suppliers by the importance level for operations concerning supply chain sustainability.	    
Customer Relationship Management	Reach a customer satisfaction rate of no less than 90%.	
Occupational Health and Well-being	Achieve zero Work related Injury Frequency Rate.	     
Human Capital Development and Retention	Achieve an employee engagement rate of 85% compared with all employees.	   
Sales and Labeling Practices	Comply with the regulations related to sales and labeling practices.	
Community Engagement and Healthcare Accessibility	Organize 15,000 initiatives for healthcare access for the communities in Thailand.	
Energy and Climate Change Management	Zero direct and indirect greenhouse gas emissions (Scope I and Scope 2)	   
Circular Economy	50% of all non-hazardous waste for recycling.	
Water Stewardship	Reduce the water consumption by 10% per Baht revenue compared with the base year 2022.	 

# Sustainability Materiality Assessment



## Sustainability Materiality Assessment

BDMS Sustainability Materiality Assessment 2022 evaluates the overall internal and external factors, resulting in positive and negative effects on the economy, society, environment and human rights. Besides, BDMS considers other recent factors related to the pandemics and climate changes that affect business operations and stakeholders. As a result, BDMS assigns the high executives of Corporate Sustainability Development and Innovation Management to assess primary sustainability materiality before acquiring approval from the BDMS Corporate Sustainability Development Committee. The sustainability materiality process and procedure are listed as follows:

### 1 Identification

- Review sustainability materiality topics in 2021.
- Study and compare the sustainability materiality referring to the national and global criteria such as the Global Reporting Initiative (GRI), Sustainable Development Goals (SDGs), Dow Jones Sustainability Index and The Stock Exchange of Thailand (SET).
- Study and compare the sustainability materiality with leading hospitals in Thailand and abroad.
- Study and compare the effects on the sustainability goals in the healthcare business.
- Review the sustainability materiality topics and receive feedback and opinions from the stakeholders for further process.

### 2 Prioritization

- Organize the meeting for the BDMS Sustainability Development Committee about sustainability materiality in each category of stakeholders, survey data and BDMS critical topics.
- Conduct online feedback surveys for the employee representatives, executives in each business group and stakeholder representatives.
- Collect the sustainability materiality topics from the meetings and surveys from the stakeholders.
- Rank the sustainability materiality by priority.

### 3 Verification and Credibility

- Verify and report the prioritization of sustainability materiality to the Committee for review and approval.

### 4 Continuous Development

- Receive feedback and suggestions from the stakeholders through various reporting channels to improve sustainability development.

## Sustainability Materiality 2022

In 2022, the BDMS Board of Directors and related executives reviewed and ranked the internal and external materiality topics that positively and negatively affect the economy, society, environment and human rights or create risks and business opportunities. Following global trends and events, BDMS categorized the sustainability materiality into 12 topics that are significant to the business operations, corporate interest and stakeholders. BDMS stakeholders are categorized into 1. Customer and Patient, 2. Employee, Doctor and Dentist, 3. Investor and Shareholder, 4. Supplier 5. Community and Society.

### Highly Critical Material Issues

1. Service Quality and Patient Safety
2. Information Security and Privacy
3. Occupational Health and Wellbeing
4. Human Capital Development and Retention
5. Energy and Climate Change Management

### Critical Material Issues

6. Innovation and Collaboration
7. Supply Chain Management
8. Customer Relationship Management
9. Sales and Labeling Practices
10. Community Engagement and Healthcare Accessibility
11. Circular Economy
12. Water Stewardship

Critical Material Topics	Stakeholders	GRI Standards Disclosures	Addressed in this Report
Service Quality and Patient Safety	Customer and Patient Employee, Doctor and Dentist	<ul style="list-style-type: none"> <li>Customer Health and Safety</li> </ul>	55
Information Security and Privacy	Customer and Patient Employee, Doctor and Dentist Investor and Shareholder	<ul style="list-style-type: none"> <li>Customer Privacy</li> </ul>	63
Occupational Health and Well-being	All Stakeholders	<ul style="list-style-type: none"> <li>Occupational Health and Safety</li> <li>Non-Discrimination</li> <li>Human Rights Assessment</li> </ul>	89
Human Capital Development and Retention	Employee, Doctor and Dentist	<ul style="list-style-type: none"> <li>Employment</li> <li>Training and Education</li> <li>Diversity and Equal Opportunity</li> </ul>	98
Energy and Climate Change Management	All Stakeholders	<ul style="list-style-type: none"> <li>Energy</li> <li>Emissions</li> </ul>	127
Innovation and Collaboration	All Stakeholders	<ul style="list-style-type: none"> <li>GRI Not Applicable</li> </ul>	71
Supply Chain Management	Supplier, Investor and Shareholder	<ul style="list-style-type: none"> <li>Supplier Environmental Assessment</li> <li>Supplier Social Assessment</li> </ul>	77

Critical Material Topics	Stakeholders	GRI Standards Disclosures	Addressed in this Report
Customer Relationship Management	Customer and Patient Employee, Doctor and Dentist	• GRI Not Applicable	83
Sales and Labeling Practices	Customer and Patient Employee, Doctor and Dentist	• Marketing and Labeling	111
Community Engagement and Healthcare Accessibility	All Stakeholders	• Economic Performance	115
Circular Economy	All Stakeholders	• Waste	138
Water Stewardship	All Stakeholders	• Water and Effluents	143



# Governance



Service Quality and Patient Safety



Information Security and Privacy



Innovation and Collaboration



Responsible Supply Chain Management



Customer Relationship Management

## Service Quality and Patient Safety

### Opportunities and Challenges

Nowadays, global healthcare facilities emphasize the importance of medical care standards and ensure equal access to healthcare for all patients with high quality and safety. BDMS consequently determines to develop and adapt the operations in response to the customer needs and the changing social trends. BDMS aims to build and deliver high-quality services to ensure that customers experience safe and excellent services in response to the physical, mental, emotional and social dimensions. The intentions are to display professional responsibility towards the customer and society and prevent corporate reputation in case of complaints regarding patient safety from low-standard operations.

### Supporting the UN SDGs

3.2, 3.4, 3.6, 3.8, 3.d and 8.2

### Target and Performance

Target 2022	Performance 2022
<b>100%</b>	<b>100%</b>
of Hospitals Certified by Thailand or International Healthcare Standard	of Hospitals Certified by Thailand or International Healthcare Standard



## Management Approach

### Service Quality Management

Enforcing service policy and guidelines in the organization in line with local and international standards, BDMS assigns its hospital subsidiaries to set the quality policy and plan for the quality development in healthcare with consistent standards considering related principals, regulations and standards. Other responsibilities include publishing manuals and launching quality development initiatives for utmost patient safety. Moreover, the hospital subsidiaries are to ascertain the medical service standards are certified at local and international levels and with an operational scope covering all aspects from patient care to internal management.



### Standardization and Compliance Committee (SCC)

BDMS appointed the Standardization and Compliance Committee (SCC) to govern and drive all subsidiary hospitals to operate in line with the policy, patient safety plan and corporate strategy. In addition, the Committee is responsible for systematically monitoring the quality system and indicators. Other responsibilities are as follows:

Set out BDMS policy, strategy, patient safety standards and medical resources usage.

Devise the hospital quality standards and follow-up plan according to the Healthcare Accreditation (HA), Joint Commission International (JCI) and other standards.

Enhance corporate culture in patient safety standards.

Review the policy, guidelines, and mandatory documents in the hospitals or Center of Excellence. Submit suggestions to the Committee possessing the authority of approval.

Monitor the quality indicators at the organizational level and hospital quality standards certification while reporting other evaluation results.

Organize the meetings to follow up and monitor the performance progress.



## Quality Policy

Achieve healthcare service excellence and patient care standards.

Operate in accordance with the rules, regulations and hospital quality standards on the local and global scales using extensive experiences and “quality concept” custom in patient care.

Determine to constantly deliver values using innovations and develop the healthcare service quality to ensure treatment results, safety and customer satisfaction.

## Quality Improvement and Patient Safety Plan Procedure (QPS Plan Procedure)

BDMS publishes the QPS Plan Procedure to enhance the satisfaction and convenience of the customer, employees and doctors. QPS Plan Procedure includes assessment and adjustment to the corporate governance structure and management per JCI, HA standards and other related regulations. The performance must be reported at least quarterly to the relevant committee. Details in the QPS Plan Procedure are as follows:



### Priorities

Assign the Board of Directors to evaluate, prioritize and set quality and patient safety measures by risk assessment, types of issues, regulations, standards and issues from patients.



### Methodology

Apply the Plan-Do-Study-Act (PDSA) in developing the process, project design and patient safety incident analysis to systematically improve and manage the issues in the organization.



### Reporting Systems and Confidentiality

Communicate issues regarding quality and related measures to the Quality Management Committee, which will analyze and submit the report to the Board of Directors and other related committees. Apply the results to patient quality standard guidelines. The evaluation results must be confidential and reserved for authorized personnel only.



### Annual Review of Patient Safety and Quality Improvement Plan

Use the annual review to indicate the operation's success in terms of quality and budget aspects. Submit the report to the related committee to devise the service quality development for the following year.



### Patient Safety Culture Survey

Evaluate the safety culture for the patients by launching a survey of employees of all levels. Process, analyze and provide the data to the executives who can accurately apply the results in the corporate development planning and safety culture.



## BDMS National and International Standards



Hospital Accreditation Thailand (HA)  
and Advanced HA



Joint Commission  
International (JCI)



Clinical Care Program  
Certificate (JCI CCPC)



EMRAM (Electronic Medical Record  
Adoption Model) of HIMSS Analytics HIMSS  
(Healthcare Information and Management  
Systems Society)



Commission on Accreditation of Medical  
Transport Systems Global (CAMTS Global -  
US&EU)



Laboratory Accreditation Program,  
College of American Pathologists (CAP)



ISO / IEC 27001 - Information Security



ISO 27799 - Health Informatics



ISO 15189 - Medical laboratory Quality for  
Accurate Results, Research, Treatment and  
Disease Prevention



ISO 15190 - Medical laboratory Quality  
on Environment Management, Hazard  
Prevention, Biosecurity and Waste  
Management



ISO 9001 - Quality Management System)



ISO 9002 - Quality Assurance for  
Production, Installation and Services



ISO 17025 - Testing and  
Calibration Laboratories



Hemodialysis Standards by  
The Royal College of Physicians  
Thailand (RCPT)



Quality audit of the Ethics Committee on  
Human Research by The Strategic  
Initiative for Developing Capacity of Ethical  
Review (SIDCER)<sup>1</sup>



Society for Simulation  
in Healthcare for  
BDMS Simulation Center



Thai Labour Standards (TLS) by  
Department of Labour Protection and  
Welfare of the Ministry of Labour



Service Standards on Assisted Reproductive  
Technology by Protection of a Child Born by  
Medically Assisted Reproductive Technology  
Act, B.E. 2558 (2015)



Geriatric Emergency Department  
Accreditation by the American College of  
Emergency Physicians (ACEP)



Trauma Center by the Royal College  
of Surgeons of Thailand (RCST)

<sup>1</sup>SIDCER together with the Forum for Ethical Review committees in Asia and Western Pacific (FERCAP) under the World Health Organization (TDR/WHO) and the National Ethics Committee Accreditation System of Thailand (NECAST).

## Commission on Accreditation of Medical Transport Systems: CAMTS<sup>2</sup>

BDMS Emergency Services (BES) transfers patients following the Commission on Accreditation of Medical Transport Systems (CAMTS), focusing on quality and safety standards for emergency medical transport by land, air and sea. CAMTS requirements consist of corporate vision and mission, operational direction and guidelines, treatment guidelines for specific diseases, safety standards of aircraft and other transport vehicles, aircraft maintenance, communication standards and coordination for safe patient transfer.

## Healthcare Accreditation: HA<sup>3</sup>

BDMS subsidiary hospitals are certified by Healthcare Accreditation (HA) and Advance HA of the Healthcare Accreditation Institute (Public Organization), introducing quality and safety in patient care according to international standards.

### Quality Assurance Process



#### Quality Development

Healthcare facilities develop systems suitable for their requirements and in compliance with standards.



#### Quality Evaluation

The medical institution assigns the consulting committee and HA surveyors to evaluate the hospital's quality development.



#### Quality Accreditation

Once the hospitals comply with quality criteria, the institution will issue accreditation with a three-year validity.

### Quality Assurance Criteria

#### Organizational Management Overview

E.g. vision, strategy, leadership, data analysis, knowledge management, workforce, operations, etc.

#### Patient Care Processes

E.g. service accessibility, patient assessment, planning, patient care, information provision and patient and family support, continuity of care, etc.

#### Key Hospital Management Systems

E.g. risk, safety and quality management, professional governance, patient care environment, infection prevention and control as well as other key hospital management systems.

#### Results

E.g. results from healthcare, patient care, human resources, leadership, the effectiveness of processes in critical works, financial performance, etc.

<sup>2</sup> See further details on CAMTS at <https://www.bangkokhospital.com/center-clinic/trauma/bdms-emergency-services-bes?info=overview>

<sup>3</sup> See further details on HA at <https://www.ha.or.th/>

## BDMS Accreditation Results 2022

BDMS complies with the policy and healthcare standards, covering impact assessment on health and safety to ensure continuing development. BDMS accreditations are listed as follows:

### 11 hospitals under BDMS

participated in the JCI evaluation.  
All hospitals were accredited with safety standards

### 13 hospitals under BDMS

with BDMS Emergency Services (BES) were accredited by CAMTS Global (US & EU)

### 100% hospitals accredited by JCI

and/or HA/Advance HA passed the evaluation and under development for utmost patient safety

## BDMS Award 2022 for Service Quality Initiatives – Patient Experience

BDMS focuses on continuous healthcare service improvement at an international level while integrating beneficial innovations that result in the highest customer satisfaction levels and creating new knowledge which can develop commercially and/or socially. In 2022, BDMS organized the online BDMS Award 2022 to exchange and communicate the complete patient care experience comprising the safety and research inspired by a concept named “BDMS Healthcare Ecosystems” in the Patient Experience category. The initiative aspired to create service and safety values for the customer while improving the service quality. Examples of initiatives are as follows:

### Microneedle Patch for Patients with Knee Osteoarthritis by Phyathai 2 Hospital

Phyathai 2 Hospital created the Effect of Transdermal Microneedle Patch with NSAID in Osteoarthritic Knee, an innovative design for patients with knee osteoarthritis. The disease was known as a chronic disease in elderly patients that requires long-term treatment, including medication and injections. The injection was efficient in the patient care processes while reducing the drug side effects. Nevertheless, the patients often can't bear the pain, which can lessen the treatment efficiency.



Doctors from the Orthopedic Institute at Phyathai 2 Hospital, in collaboration with Phramongkutklao Hospital and the Faculty of Engineering at Chulalongkorn University, designed a microneedle patch for drug delivery instead of regular injections for patients with knee osteoarthritis.

According to the research, microneedles can efficiently deliver drugs compared with regular needles. After implementing the innovative microneedle patch, the patients were satisfied and reported no pain during the medical procedure, resulting in continuous treatment and efficiency improvement. In the future, to enhance treatment efficiency, the hospital will study to improve the product for medical procedures in patients with other diseases. The initiative will be expanded to BDMS subsidiary hospitals and developed commercially.

#### **Mobile PV Kit for Female Patients with Limitation by Phyathai 2 Hospital**

Phyathai 2 Hospital designed an initiative to build and develop a Mobile PV Kit for PV examination in female patients with certain limitations, such as immobile patients or those facing difficulties in transferring to the outpatient department and women's center. Other types of patients that can benefit from the Mobile PV Kit are emergency patients requiring an urgent examination at the emergency room, patients with mobility limitations from bone fracture and patients with changing symptoms during the medical procedure in the ultrasound room. Oftentimes, the Mobile PV Kit was utilized with patients in the patient ward and ICU as well as COVID-19 patients requiring social distance. The kit supported a convenient and expedited procedure reducing the waiting time, patient transfer and risks of injury from the patient transfer.

#### **B Prep by Bangkok Hospital Headquarter**

Bangkok Hospital Headquarter developed tasty, easy-to-drink and highly safe laxatives called B Prep for patients preparing to undergo a colonoscopy, gastroscopy and endoscopy. The patients who consumed B Prep were impressed by the products reporting that it is clean and safe for health. In addition, B Prep was consumable for patients with other diseases.

#### **Get Up and Go by Bangkok International Hospital**

Bangkok International Hospital launched Get Up and Go to create systematic care for elderly patients with osteoporosis, marking Thailand's first hospital to establish guidelines for osteoporosis patients. The initiative enabled the patients to receive treatment from admission to fast and precise operations by specialized surgeons to rehabilitation. After discharge, the program implemented life quality monitoring and raised awareness of preventing falls and injuries. Get Up and Go also followed up on surgery outcomes and evaluated the conditions to prevent repeated bone fractures.

#### **Mobile Baby Shower by Paolo Hospital Phaholyothin**

Paolo Hospital Phaholyothin created the Mobile Baby Shower to teach mothers how to bathe their newborns in the patient's room. This one-stop service also allowed other family members to join the training while reducing the risks of COVID-19 and costs for laundry of the hospital gowns and shoes. Moreover, Mobile Pediatric Treatment enabled the staff to perform medical procedures in the patient's room or at their preferred locations and convenience while reducing cross-infection among pediatric patients during COVID-19.

## BDMS Network Patients Safety Culture Survey

BDMS launches the BDMS Network Patients Safety Culture Survey for medical personnel comprising doctors, nurses, caregivers, physical therapists, and all frontline staff (hospital porter, registrar, etc.) The survey derives from the Agency for Healthcare Research and Quality (AHRQ) in the U.S.A. and is categorized into 10 sections as follows:



Teamwork



Patient Safety  
Incident Report



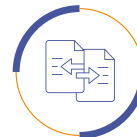
Continuous Learning and  
Improvement in Organization



Open Communication



Response to Error



Patient Information  
Communication and Exchange



Feedback and  
Communication on Error



Workforce Management  
and Workplace Environment



Hospital Management Support  
for Patient Safety

The results from the BDMS Network Patients Safety Culture Survey help assess the current status of patient safety culture and identify its strengths and areas of improvement. Besides, the survey sets out the trust in communication and mutual understanding of the essence of safety. In 2022, BDMS Network Patients Safety Culture Survey reported 72% of medical personnel positive feedback on the workplace environment considering safety culture, exceeding the AHRQ average of 71%.



## Information Security and Privacy

### Opportunities and Challenges

At present, the digital system, IT system and Internet of Things (IoT) are playing a pivotal role in business operations. To operate efficiently and continuously, BDMS operates a health service business that must rely on information technology systems. At the same time, cybersecurity and personal data risks must be managed. Service users and personnel within the organization, in particular, must adhere to ISO 27001 requirements, which include preventing information leakage and personal data breaches. This can lead to damage to the reputation and finances of a business. BDMS takes cybersecurity and data protection very seriously. Therefore, policies and information system infrastructure have been established to ensure the security of personal data, both service users and personnel within the organization.

### Supporting the UN SDGs

4.4, 9.1, 16.10, and 17.14

### Target and Performance

Target 2022	Performance 2022
<b>100%</b>	<b>75%</b>
of businesses operated according to international standard of data security and data privacy	of businesses operated according to international standard of data security and data privacy





## Key Performance Dashboard

**0 cases**

Number of data security complaints

**0 confirmed cases**

Number of information leaked,  
theft, or lost

## Management Approach

Patient safety and high service standards are the company's paradigm. To achieve that purpose, many factors and components are involved and one of the important key components is a good Information Security System. Bangkok Dusit Medical Services Public Company Limited (BDMS) and subsidiaries have adopted ISO/IEC 27001: Information Security System Management and ISO/IEC 27799: Information Security System in Health since 2020 with 3 main principles:

- 1) Confidentiality: means the information are not disclosed to unauthorized people.
- 2) Integrity: means the information have not been subject to unauthorized modification.
- 3) Availability: means the information is available to authorized users when it is needed.

**BDMS cybersecurity and data protection management guidelines are as follows:**

Implementing international principles and standards, such as ISO 27001 as a framework in our cybersecurity, IT and data protection management.



Governance on cybersecurity operations through the Information Security Management Policy Committee.

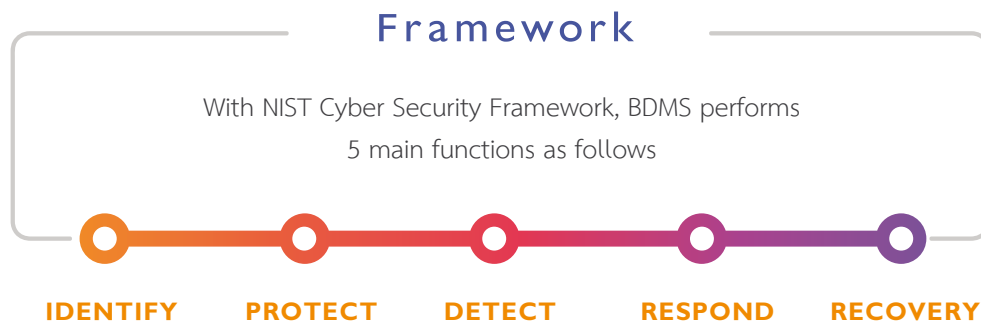


Arranging regular trainings on cybersecurity, IT and data protection for executives and employees at all levels to create awareness and efficiently prevent cyber threats.

## Information Security Management

In 2022, BDMS has raised our Cybersecurity standard by announcing BDMS Information Security Basic Requirements for all subsidiaries to manage their information security in accordance with the requirements from the most widely used cybersecurity framework, National Institute of Standard and Technology Cyber Security Framework (NIST CSF), and related laws, the Cyber Security Act 2019 and the Personal Data Protection Act 2019.





### 1. Identify

Develop the organizational understanding to manage cybersecurity risk to systems, assets, data, and capabilities.

- Business Environment: Establish the organization's mission, objectives, activities, and stakeholders.
- Governance: Announce the policy, procedures, processes to manage and monitor the company's risk, legal, operational, and regulatory needs.
- Asset Management: Identify and managed information, personnel, equipment, systems in accordance with the organization's objectives.
- Risk Assessment: Understanding the cybersecurity risks associated with operations and employees
- Risk Management Strategy: Establish the organization's acceptable risk priorities and using data to support critical operation or make decisions.

### 2. Protect

Develop and implement appropriate safeguards to ensure critical infrastructure services delivery and to contain the impact of a potential cybersecurity event.

- Access Control: Defines the least access that they need to do their job roles.
- Awareness and Training: Provide sufficient training and cybersecurity awareness to empower team members to perform their responsibilities in alignment with company's information security policies and procedures.
- Data Security: Manage data and records in accordance with the corporate risk strategy to protect the confidentiality, integrity, and availability of information.
- Maintenance: There is a process on how to maintain and repair the system.
- Protective Technology: Provide protection and security systems to enhance security management.

### 3. Detect

Enable the timely discovery of cybersecurity events that requires the implementation of the appropriate activities.

- Detecting any anomalies: Ensure all events or anomalies are quickly detected
- Continuous Monitoring: Track information and asset to detect cybersecurity events rapidly.
- Detection Processes: Maintain and test detection processes and procedures to ensure ability to detect any anomalies.

### 4. Respond

Implement appropriate activities to take action regarding a detected cybersecurity incident

- Response Planning: Processes and response procedures for using in response to detect cybersecurity incidents.
- Analysis: Perform to ensure an effective response and support recovery activities.
- Mitigation: Limit the scope and reduce the impact of cybersecurity events.
- Improvement: Review the lessons learned and making improvements

### 5. Recovery

Processes to achieve business resilience and to ensure everything is working as intended.

- Recovery Planning: Organizing recovery procedures based on priority.
- Improvements: Review of events and response to update the recovery strategy.
- Communications: Coordinating communication with all stakeholders to ensure the successful restoration of services.

## Off-Site Data Backup



In recent years, we've seen more ransomware attacks and security breaches than ever before. Moreover, system failure and malfunction can damage and interrupt our business operations also. The 3-2-1 backup rule has been the most effective approach in data protection for decades. By keeping three different copies of data, stored on two storage media with one kept offsite. BDMS are keen to bring 3-2-1 backup rules as our standards to ensure data securement. From the above reason, offsite data backup is becoming the norm of our IT Operations.

## Application Performance Monitoring: APM

As today's applications are evolved and expanded, such as business applications, mobile applications, as well as websites, where we look outside may be very simple but actually very complex. These applications consist of hundreds of thousands of lines of code linked to dozens of applications. Because application with good performance is the heart of user expectations, BDMS brings Application Performance Monitoring (APM) to ensures our critical applications are performing all its processes as expected.

## Physical Measures

BDMS enforces the policy and guidelines on Privacy management covering all details stated in the Personal Data Protection Act (PDPA) B.E. 2562 (2019), which is enforced from June 2022. The company implements regulations related to the BDMS PDPA Program and prepare measures to respond to violations of personal data to ensure immediate action and trust of stakeholders.

## Privacy Management

BDMS enforces the policy and guidelines on Privacy management covering all details stated in the Personal Data Protection Act (PDPA) B.E. 2562 (2019), which is enforced from June 2022. The company implements regulations related to the BDMS PDPA Program and prepare measures to respond to violations of personal data to ensure immediate action and trust of stakeholders.



## BDMS PDPA Data Governance Policy

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Following the Personal Data Protection Act (PDPA) B.E. 2562 (2019), BDMS enforces PDPA Data Governance Policy to set the principles and procedure for information management covering the Board of Directors, high executives, employees, and those working with BDMS. The Policy includes information security management and the prevention of personal data breaches. All BDMS subsidiaries are responsible for information management and compliance to the Policy, including new revisions resulting from new laws or regulations. ISMC committee is directly in charge of managing following the Policy and assigning responsibilities to all BDMS businesses.

### Type of Personal Data



#### Highly Sensitive Data

Highly sensitive data is confidential information that requires restrictions on access and protection in accordance with the regulations. Breaches of highly sensitive data will violate applicable law and regulations and cause a catastrophic impact on individuals and organizations in case of improper disclosure.

**Examples of highly sensitive data** are identification card numbers related to health coverage, medical record, biometrics data, genetic data, nationality, religion, etc.

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#### Sensitive Data

Sensitive data is personal information protected against unwarranted copy, disclosure and deletion. Such data require restrictions on access in accordance with the regulations. Breaches of sensitive data will harm individuals and organizations in case of data loss, damage, improper disclosure or access by unauthorized personnel or illegal access.

**Examples of sensitive data** are name and identification card number, address, phone number, credit card number, bank account number, financial record, etc. The sensitive data is protected by contracts and intellectual property rights.

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#### Personal Data

Personal data is internal data, excluding sensitive and highly sensitive data. Such data require approval before publication and is essential for business operations.

**Examples of personal data** are internal communications, meeting reports, system setting/ records, infrastructure plans and reports of internal projects.

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#### Public Data

Public data is information that can be distributed to the public after approval. Such data is not considered confidential or personal and does not require legal actions in data protection. Nevertheless, disclosure of public data must not lead to copyright infringement.

## BDMS Privacy and Security Working Group

BDMS has established Privacy and Security Working Group (PSWG) which has duties as follows:

1. Set guideline about personal data protection and IT security to submit ISMC committee for approval.
2. Give opinions for development and improvement of personal data protection and IT security of BDMS and BDMS network to meet international standards.
3. Follow up operations of personal data protection and IT security of each company to comply with BDMS policies and relevant laws.
4. To be a representative for communication about personal data protection and IT security of BDMS to high executives of each company for acknowledgment.
5. Give suggestions about breach of personal data and IT security incidents.
6. Assess the impact and report incidents of personal data and IT security breaches of each company to ISMC committee acknowledgment immediately.
7. Take action in accordance with the resolution of working group as appropriate to suppress the incident or support the smooth operation and maximize company's benefits including reporting the matter to ISMC committee acknowledgment.

## Patient Privacy Notice

BDMS initiated the Patient Privacy Notice in accordance with the Personal Data Protection Act (PDPA) B.E. 2562 (2019) and the lawful basis for processing. After receiving consent from all customers to disclose health information to doctors, nurses, and/or other personnel within the medical facilities, the information shall be retained within 10 years, counting from the last day of treatment referring to related regulations. Afterward, the paper and electronic documents will be destructed unless any conflicts arise and a retention period extension is required by the governmental sector.



### Objectives of Patient Privacy Notice

#### To enable medical diagnosis, treatment and health services

within the hospital networks and other medical facilities.

#### To study and analyze the quality improvement of the medical facilities using confidential data.

#### To proceed claims to the insurance companies or reimbursement of medical expenses.

#### To disclose information to the person assigning for health checkups or paying the medical fees (consent required).

#### To support network of electronic medical record database

between medical facilities through applications.

#### To establish marketing objectives for healthcare or publication of medical newsletter as well as offers and services (consent required).

#### To comply with contracts

as customers or request for contract signing.



### BDMS Data Subject Rights According to PDPA

Data subjects have the right to manage personal data following the BDMS Data Subject Rights in compliance with the Personal Data Protection Act (PDPA) B.E. 2562 (2019) by submitting requests in writing, by phone or email. The concerning department must complete the requests within 30 days. BDMS Data Subject Rights consist of:

- Right to Withdraw Consent
- Right to Restriction of Processing
- Right of Access
- Right to Data Portability
- Right to Rectification
- Right to Object
- Right to Erasure

### BDMS - Cookie Consent and Privacy Notices

The Information Security Services department of Greenline Synergy Company Limited (GLS), together with BDMS, completed the project to develop privacy on the BDMS websites by installing cookie consent and privacy notices on websites of BDMS subsidiary hospitals and companies in 2021. GLS team will support to implement in the new websites. The project is to comply with the corporate strategy to emphasize information security following the Personal Data Protection Act (PDPA) B.E. 2562 (2019) and prevent complaints and claims from websites users in case of a regulatory violation.

### Data Protection Officer (DPO) Training

BDMS organized Data Protection Officer (DPO) Training for 107 executives and senior employees of the related departments in 2021 - 2022. The sessions resulted in over 40 hours of training by the speakers from the University of the Thai Chamber of Commerce, Tilleke & Gibbins, Dherakupt Law Office and Srinakharinwirot University, where the participants are trained and tested. The training covering essential points and related study cases as follows



PDPA Introductory Concept	PDPA Legal Foundation	Roles and Responsibilities
Data Protection, Information Security and Cybersecurity Foundation	PDPA for Human Resources Management	PDPA Case Study in Healthcare and Insurance Sectors
PDPA Protocols - Data Subject Rights and Incidents Management	Data Governance Foundation and Risks Management Foundation	PDPA Compliance Checklist and Timeline Management

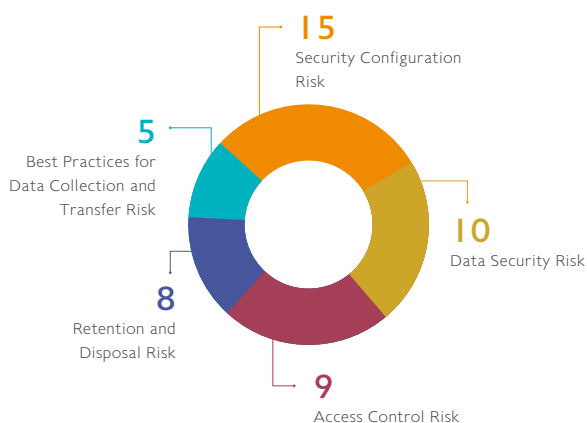
### Employee Awareness Training

For doctors, nurses, other personnel within the medical facilities, employees and outsource/contract staffs, BDMS prepare operation readiness to all affiliates by organized PDPA awareness training to operation officers using guideline from Office of the Personal Data Protection Committee. The training complete in May 2022.

### Data Security Compliance Assessment

BDMS manage data security compliance assessment in 5 domains (Security Configuration Risk, Access Control Risk, Retention and Disposal Risk, Best Practices for Data Collection and Transfer Risk and Data Security Risk) and perform the assessment during Q2 / 2022. The assessment result is measured as following:

Data Security Compliance Assessment 2022  
Count of Assessment Aspects by Risk Domain



The assessment result meet Data Security Assessment Measures, all of the comply BDMS data security compliance measures:



The assessment result meet 100% Data Security Assessment Measures, all of the company BDMS data security compliance.

## Innovation and Collaboration

### Opportunities and Challenges

Nowadays, all business sectors require adaptation in several dimensions due to the everchanging society and technology. Innovation has become crucial to efficiently drive the organization in response to fast-paced changes in consumer behaviors and the business industry. For BDMS, innovation is essential to the work process, especially in customer services and patient care. As a result, BDMS determines to foster innovation within the organization in all aspects, such as product, process and new business model through innovation management. BDMS plans to set out the policy, strategy, work process and collaboration with external organizations to create innovation for achieving Smart Hospital and becoming the leader in one-stop healthcare services. The intentions are to deliver the best experience in high-quality healthcare to the customers and continuously improve the business operation efficiency.

### Supporting the UN SDGs

8.2, 9.5, 9.b, 17.14 and 17.17

### Target and Performance

Target 2022	Performance 2022
<b>More than 100 innovative</b> initiatives participating in BDMS Award	<b>124 innovative</b> initiatives participating in BDMS Award





## BDMS Infinite Innovative Healthcare

Regarding innovation management, BDMS sets out guidelines in response to the corporate and innovation development strategy in collaboration with local and global organizations. The intentions are to achieve Smart Hospital while becoming the leader in one-stop innovative healthcare service by 2023 while delivering excellent service experiences with a continuing development in business operation efficiency.

### BDMS Infinite Innovative Healthcare

Seamless Process	Product and Service Innovation	A Holistic Approach	Innovative Mindset	Friendly Atmosphere
Foster innovations to facilitate always-on healthcare services through applications promptly and with no limitations.	Create innovative products and services in collaboration with alliances for multifactorial, emerging and serious diseases. Ensure excellent service experience to the customers and all stakeholders.	Enhance holistic healthcare innovation following the modern lifestyle of preventive healthcare.	Raise awareness of the employees in the organization by improving the skills and crucial concepts to train innovators for creative innovation development according to customers' needs.	Support eco-friendly and convenient innovations for healthcare services in physical and virtual hospitals.

## Management Approach

BDMS sets out internal innovation management with the intention to create an environment for innovation development in all dimensions, including human resources, corporate structure and resources. The innovation development process begins with “Empathize & Define” to understand the needs and identify the areas of improvement from the current work process. The next step is “Ideate” to ensure that the innovations developed in collaboration with stakeholders are in response to the needs and are practical in problem-solving. Following is “Prototype” to work in collaboration with staff and internal and external specialists. The last step, “Test” is to ensure efficiency and continuous performance monitoring. After completing all steps, the innovation will be applied in real-life working processes while the performance efficiency will be evaluated within BDMS. In addition, BDMS fosters activities supporting innovation development in the organization, such as:

- Investing in learning to build and enhance the skills in innovation development.
- Assigning the spaces for meetings and research as innovation learning centers for the employees.
- Managing manpower and responsibility levels to enhance innovation development among the employees.
- Presenting the awards to the employees talented in innovation and supporting innovation skill development.

## Innovation Culture

An innovative culture is a practice and working guidelines for innovation development to improve the organization in response to the changing needs of the stakeholders. The innovation management will enable the environment suitable for fostering innovations while creating understanding and ensuring approval from internal staff who will sustainably adopt the innovation in real-life working processes. Emphasizing the importance of internal innovation development, BDMS launches 3 principal activities as follows:

1. **BDMS Innovation Acceleration**
2. **BDMS Award 2022**
3. **BDMS Innovator**

Each activity is detailed as follows:

### **1. BDMS Innovation Acceleration**

BDMS Innovation Acceleration is launched to cultivate innovative thinking processes for BDMS internals in hospitals and organizations supporting nursing. The intention is to ensure the staff realizes the importance of building innovation and the concept of innovation development in the organization. Besides, the activity helps the employees to identify the customer needs and understand their problems leading to innovation development, cultivating and supporting innovative ideas through various activities as follows



#### **1.1 Innovation Development Training for Each Organization**

Due to their different working processes and cultures according to the social context, environment and customer profiles, each organization requires specific innovations suitable for their use. As a result, specified innovation training for each organization will enable the employees to analyze challenges at work and truly understand their strengths and weaknesses, leading to proper innovation development per targets. Moreover, collaboration in corporate innovation development allows BDMS to identify opportunities to enhance strengths and eliminate weaknesses in each organization accurately. At the same time, the employees can gain knowledge, understanding and the ability to develop innovation in response to the working process and efficiently rectify issues leading to sustainable innovation.



#### **1.2 BDMS Innovation Network Launch**

The innovation network intends to gather all related personnel to develop and exchange experience and opinions on innovation development within the organization. BDMS personnel and representatives from each department possess different skills, knowledge, strengths and weaknesses due to their unique working processes. As a result, knowledge and information exchange is beneficial to all members joining the network. Moreover, the innovation network acts as a communication channel to advertise news, activities and development opportunities regarding BDMS innovation at the organizational level to BDMS central and to organizations in the local areas, fostering communication on efficient and sustainable innovation.

## 2. BDMS Award 2022

BDMS Award welcomes all BDMS employees to display their abilities and innovations for internal and external stakeholders. The objective is to ensure the employee's clear understanding of the challenges during the working processes, leading to innovation project development and building innovation using appropriate tools and technology. Nevertheless, BDMS Award must display clear intentions, importance, concept and systematic reference to indicate the effects of the development and rectification, leading to efficient and sustainable projects with concrete results.

BDMS Award 2022 was held under the concept of "Healthcare Ecosystem." Developing digital hospitals, BDMS integrates information systems into healthcare services and work processes. The objective is to enhance patient-centered care efficiency while ensuring convenience, safety and pleasant customer experiences in line with the 3 sustainability aspects - economy, society and environment. In 2022, the award was divided into 3 categories as follows:

### Smart Healthcare

Innovations for new healthcare processes, creating values and responding to the needs in all aspects.

NPI developed an innovative pressure ulcer prevention system in smart patient beds by equipping pressure sensors and rotation functions to prevent pressure ulcers with the help of Sensorization of Things (SoT) and AI technology. Thanks to the innovation, the hospital can ascertain patient care efficiency and significantly decrease pressure ulcers in patients under the highest safety standards and healthcare service efficiency while encouraging the caregivers.

### Patient Experience

Innovation for sincere healthcare service, resulting in good experiences with the hospitals.

"Effect of Transdermal Microneedle Patch with NSAID in Osteoarthritic Knee" is an initiative to innovatively design microneedle patches for patients with osteoarthritic, replacing the needles. According to the research, microneedle drug delivery has been found as effective as needles and received positive feedback from patients, making the medical procedure hurt less while supporting continuous care and sustainable efficiency.

### Earth Healthcare

Innovation considering the environment and sustainable conservation within the organization and overall society.

Food Waste Machine is an initiative focusing on composting food waste from the patient wards and canteens to organic fertilizers, used in the plants around the hospital areas and distributed to the farmers in the surrounding communities. One Food Waste Machine can generate 1,077 kg of organic fertilizers per year, decreasing food waste by 6,055 kg per year. Currently, the innovation is equipped with solar panels and is under development process for internal use within BDMS and commercial purposes in the future.







In the BDMS Award 2022, 124 innovative projects participated and joined the innovation training. Only 30 projects passed due to their efficient responses to strategic development and potential to adapt commercially. The winning projects in each category will be presented to BDMS executives, who will choose the winner for the President Award, receiving the prize directly from the BDMS President.



### 3. BDMS Innovator

Understanding the importance of human resources development and fostering innovation skills, BDMS launches BDMS Innovator Award for employees demonstrating innovation skills and constantly collaborating in innovation development. Apart from celebrating the achievement and encouraging the employee's creation, the Award enhances the BDMS innovation network within Thailand through meetings among BDMS innovators. In 2022, 20 participants were qualified as BDMS Innovators. Moreover, BDMS held meetings to exchange experiences and provide advanced innovation development training for the innovators to drive innovation and mentor other employees in the future.

## Innovation Knowledge Management

BDMS innovation knowledge management's objective is to incubate ideas and pass on the knowledge of process management and tools necessary for innovation development to the employees. Knowledge management also enables employees to identify and design innovative solutions to tackle issues in response to customer needs. After process analysis, the solutions will be determined if required or which innovations to adopt. The employees then received training to efficiently design and develop innovations, whether it be innovative products, processes or business models. The innovation knowledge management training is available on-site and online to ensure overall coverage and efficiency. In 2022, BDMS published over 15 lessons regarding innovation with over 1,000 participants from the BDMS network.



## Startup Pitching

To enhance the ability of innovation development in the organization, BDMS welcomed startups, an external organization specializing in technology and innovation, to join "Startup Pitching for Smart Hospital 2022." Apart from allowing the Thai startups to display their full potential, the pitching acted as an activity that brought about new perspectives to modern innovation for BDMS staff to integrate external innovation to enhance the efficiency of the internal process. According to pitching 2022, There were more than 40 domestic startup companies participating in this selection process, and 5 startups received awards in each category. MEDCury received Data Analysis for Healthcare Service Award, whereas Nabsolute won the Innovative Medical Product award. Wellexp is the winning team for Innovation for Health Operation award. CleanTech & Beyond is awarded best in Real Time Monitoring for Proactive Health, while Osseolabs is in the Popular Vote award. The winning startups received a prize of 50,000 Baht as well as an opportunity to join in future innovation development with BDMS.



## Supply Chain Management

### Opportunities and Challenges

Supply chain management is an essential process that contributes to customer satisfaction and the needs of all stakeholders. Responsible supply chain management considering sustainability criteria in Environmental, Social and Governance (ESG) will increase the business opportunity while reducing business risks and building efficient relationships with the stakeholders throughout the supply chain. Moreover, this enhances competitiveness while fostering growth and sustainability alongside the suppliers.

### Supporting the UN SDGs

4.4, 5.1, 8.3, 8.7, 9.4 and 12.7

### Target and Performance

#### Target 2022

**100%**

of Critical Tier 1 Suppliers are ranked by the importance level for operations concerning supply chain sustainability.

#### Performance 2022

**100%**

of Critical Tier 1 Suppliers are ranked by the importance level for operations concerning supply chain sustainability.





## Key Performance Dashboard

**100%**

of suppliers signed  
the BDMS Supplier Code of Conduct.

## Management Approach

### Supply Chain Sustainability

Leading in medical care and supporting the government's policy on turning Thailand into a medical hub, BDMS establishes a supply chain management to manage safe products and services for the customers. BDMS sets out a procurement policy and sustainability risk management throughout the supply chain. The supplier code of conduct and guidelines are also published to ensure procurement process transparency per international standards and regulations related to product and service quality. Consequently, BDMS is successful in environmental and societal risk prevention as well as in effectively building sustainable customer relationships.

### Product and Service Procurement

BDMS appoints the BDMS Central Procurement Department for medical and nonmedical product and service procurement for BDMS subsidiary hospitals in Thailand. Another responsibility of the department is to arrange share services in information technology. National Healthcare Systems Company Limited (N Health) under BDMS is in charge of medical and nonmedical product and service procurement for BDMS subsidiary hospitals abroad and business groups supporting BDMS hospitals.

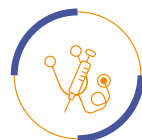
## Type of Products and Services by BDMS Central Procurement for BDMS<sup>1</sup>



Medicine



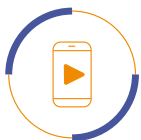
Medical Supply



Medical Equipment



General Supply



IT



Service



Construction



COVID-19 Related

<sup>1</sup> No changes to the type of products and services from the suppliers, structure and supply chain management to the BDMS group in 2022



## Procurement Policy and supplier Code of Conduct

BDMS appoints the BDMS Central Procurement Department for medical and nonmedical product and service procurement for BDMS subsidiary hospitals in Thailand. Another responsibility of the department is to arrange share services in information technology. National Healthcare Systems Company Limited (N Health) under BDMS is in charge of medical and nonmedical product and service procurement for BDMS subsidiary hospitals abroad and business groups supporting BDMS hospitals.

### BDMS Procurement Policy

BDMS enforces the Procurement Policy to ensure integrity and confidentiality in the procurement process in compliance with the regulations to enhance procurement efficiency while fostering Green Procurement. BDMS Central Procurement Department's responsibilities are as follows:

#### Supplier Selection

Performed by the Integrated Buying team in case the purchase values exceed a million Baht. The team consists of procurement officers and experts in the related products and services through competitive bidding and value analysis.

#### New Suppliers

registered on Approved Vendor List (AVL), regularly revised and updated.

#### Green Procurement

Emphasize green label and local procurement while communicating and fostering the suppliers to conserve natural resources and ensure resource efficiency throughout the manufacturing process and services.

#### Evaluation

Implement the Supplier Performance Management System (SPM) while supporting the evaluation and regularly monitoring the performance to ensure coverage and reduce business risks.

### BDMS - Supplier Code of Conduct

BDMS enforces the Supplier Code of Conduct to enhance the relationship with the suppliers and create sustainable values for all internal and external stakeholders covering the economy, society, environment and corporate governance. In addition, the policy focuses on continuing development throughout the supply chain. In case of a violation of the Supplier Code of Conduct or any factors affecting BDMS businesses, the suppliers will be revoked from the Approved Vendor List (AVL) in the procurement system.



Business Ethics



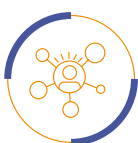
Labor Practice and Human Rights



Occupational Health and Safety



Environment



Social Development Participation



Supplier Code of Conduct

### Report, Complaints and Suggestion on Supplier Code of Conduct

The Supplier Code of Conduct states the supplier's rights to inquire, report wrongdoings or complain about any violation of regulations, business ethics and corporate governance policy. Please submit the reports via the following channels:



#### Post

Process Excellence  
(Central Procurement Department)  
Bangkok Dusit Medical Services Public Co., Ltd.  
2 Soi Soonvijai 7 New Petchburi Rd.  
Bangkok 10310 Thailand



#### Email

BCPM\_GI\_BKK@bdms.co.th



#### Phone Number

0 2762 4000 # 7400

### Supply Chain Sustainability

BDMS sets out a strategy and guidelines for supply chain sustainability with suppliers covering the Approved Vendor List (AVL) and sustainability risk assessment, particularly for the identified critical suppliers. In addition, BDMS devises a performance development plan for sustainability throughout the supply chain.

### Supply Chain Management Strategy

Strategy	Risk Management and Supplier Sustainability Development Manage supplier's sustainability risks in line with the Supplier Code of Conduct and monitor the performance through evaluation and collaborative projects with the suppliers.	Digital Transformation in Supply Chain Implement e-procurement to improve the operation efficiency and data analysis to ascertain a competitive advantage.	Achieving Cost Control Apply effective cost control throughout the product and service procurement in all businesses.
Key Performance Indicators	All critical suppliers must sign the acknowledgment and comply with the BDMS Supplier Code of Conduct.	Paperless Purchase Order : Paperless PO	Present the cost-saving performance on products and services.

### Critical Supplier

BDMS identifies critical suppliers by considering the essential products, services, spending volumes and collaboration in innovation development. BDMS also assesses the risks and devises further development projects to improve collaborative capability.



#### Strategy Level

Suppliers with essential and/or necessary products or services required in a long-term period, such as control medicines and medical equipment pose risks to the patients.



#### Critical Level

Suppliers with necessary and specific products and services for patient care such as medicine and medical supplies.



#### Important Level

Suppliers with products and services supporting the operations of the medical personnel, such as information technology and construction.

## Sustainability Criteria in Supplier Evaluation

BDMS procures products and services from new and current suppliers registered in the Approved Vendor List (AVL). All suppliers must undergo competitive bidding procurement and evaluation in line with the sustainability criteria and the Supplier Code of Conduct. After the process completion, BDMS will continuously monitor their compliance.

### Supplier Evaluation Criteria



#### Quality

Certified by manufacturing and related standards such as GMP, PIC/S, ISO9001, ISO13485, TIS or CE Mark.



#### Corporate Governance

Comply with rules and regulations, ensure no information disclosure without consent and apply the Supplier Code of Conduct for sustainable procurement.



#### Society

Conform with labor laws and human rights principles. Acquire safety standards certification such as ISO18001 or ISO45001.



#### Environment

Operate in conformity with the Environmental Policy to lessen the environmental impact. Acquire environmental standards certification such as ISO14001 or Green Procurement to ensure the products and services are environmentally friendly such as papers and uniforms from recycled materials.

## BDMS Standardize SKU - Standardized Structure for Drug and Medical Supply Control

BDMS Central Procurement Department developed BDMS Standardize SKU where the pharmacists evaluate the drug specifications from the reference, such as Clinical Practice Guidelines (CPG), Lexicomp, Medscape, etc. Afterward, the department must present suitable drugs to be used in each treatment level to the consultant doctors and CMO. The doctors and pharmacists must review the drug list and ensure the list is approved on BDMS pharmacopeia. The intentions are to ensure supply chain management efficiency and elevate the standardized structure for drug and medical supply control, such as drugs for underweight pediatric patients, chronic diseases that requires constant consumption, alternative medicines for patients with drug allergy, etc.

### Local Product Procurement

BDMS Central Procurement Department fosters procurement of products manufactured locally, such as original to generic and local products. The idea is to utilize medicines with similar or equal properties to reduce transport costs and processes in line with the determination to reduce the carbon footprint. The initiative also aims for carbon offset or carbon neutral while supporting the workforce in Thailand to enhance corporate operation efficiency.

## Supplier Relationship Management

### Supplier Meeting Top Management Workshop

BDMS Central Procurement Department launched an initiative to enhance supplier relationship management on the topic of “Supplier Meeting Top Management Workshop.” The activity was designed based on operational guidelines, a service development plan and an exchange of knowledge, opinions and suggestions. Other benefits of the workshop are to ensure a sustainable relationship with suppliers in the economic, social and environmental aspects and encourage good governance throughout the supply chain.



### Supply Chain Management Performance in 2022<sup>2</sup>

**Total 4,998 Tier I Supplier**  
for continuous product and service procurement.

**16,000 million Baht**  
of total product and service procurement values.

**4,998 Suppliers or 100%**  
of suppliers covered and acknowledged  
the Supplier Code of Conduct.

**4,998 Suppliers or 100%**  
of suppliers signed the Code of Conduct  
(per total tier I supplier).

**562 New Suppliers**  
were filed on the Approved  
Vendor List according to the  
criteria.

**100%**  
of new suppliers passed the  
sustainability criteria in  
quality, environmental,  
and occupational health  
dimensions.

**Total 182 Critical Tier  
I Supplier or 80%**  
compared with the total  
product and service  
procurement values.

**Total 67 Critical  
Non-tier I Supplier<sup>3</sup>**

<sup>2</sup> Covering only suppliers in Thailand and Share Service Business concerning information technology.

<sup>3</sup> Covering only non-tier 1 suppliers, which delivered products and services to identified critical tier 1 suppliers.

## Customer Relationship Management

### Opportunities and Challenges

BDMS strives to establish effective customer relationship management with the determination to create customers' loyalty to BDMS healthcare services and increase corporate value by maintaining and expanding the customer base in the long term. In addition, BDMS seeks new business opportunities through customer feedback to understand their true needs.

In addition, BDMS emphasizes the importance of customer relationship management and establishes a governance structure to analyze customer feedback and demand to ensure continual customer satisfaction improvement.

### Supporting the UN SDGs

16.7

### Target and Performance

#### Target 2022

The customer satisfaction  
rate of no less than

**85%**

#### Performance 2022

The customer satisfaction rate of

**92%**



## Management Approach

### Customer Relationship Management Approach

BDMS assigns the patient experience management working team to systematically manage the customer relationship. Their responsibilities include ensuring customer relationship management in all aspects of service quality according to the strategy and continuously reporting the performance to the Healthcare Quality Department and Innovation. In addition, the team must monitor outpatient and inpatient satisfaction by constantly evaluating their service perception with Top Box Score monthly, quarterly and annually to analyze development opportunities and design related initiatives.



### Customer Satisfaction Strategy

To achieve customer satisfaction, BDMS establishes 6 service quality models as follows

#### Responsiveness

Provide the services with politeness, respect privacy, understand the patient's needs, offer sincere assistance, and simplify the explanation.

#### Clarify

Explain service information correctly, promptly and clearly.

#### Promise

Commit to delivering the best service and safe treatment by professionals.

#### Physical

Manage service areas considering the amenities, environment, products, innovation and user data flow.

#### Sustainability

Promote sustainable and high-standard services.

#### Delight

Express a willingness to provide smooth, flexible and consistent services.

## Customer Touch Points

BDMS designs customer touch points starting from the access to the hospital, registration and discharge, covering all service details as follows:



### 1. Airport and Entrance

Make a great first impression by arranging an airport transfer, limousine service, valet parking, and interpretation service.



### 2. Registration, Visa, and Customer Service

Facilitate the online registration, arrange product and service introduction, and visa service to ensure fast and smooth services.



### 3. Doctor Consultation

Ensure polite communication from the medical personnel and respect patient privacy. Listen attentively and provide clear explanations to the patients and relatives.



### 4. Blood and Diagnostic Test

Perform efficient services and explain the work process to the patients with politeness and respect.



### 5. Medication Collection

Provide the services with politeness while entirely and accurately informing the medication information, including its properties and results.



### 6. Discharge

Ensure a good impression at discharge e.g. ticket reservation, airport transfer and personal data security.



## Reporting or Feedback Channels

BDMS welcomes customer feedback through various channels such as phone calls, the hospital website, letters or customer satisfaction forms available at the service points in the hospitals. For the utmost safety and satisfaction of the customers, the hospital officers are ready to assist in case any issues arise. All feedbacks are collected in the hospital database of the hospital for further development.

### Feedback Channels through BDMS websites at

Bangkok Hospital	Samitivej Hospital	BNH Hospital	Phyathai Hospital	Paolo Hospital
				
<a href="https://www.bangkokhospital.com/en/contract">https://www.bangkokhospital.com/en/contract</a>	<a href="https://www.samitivejhospitals.com/contact">https://www.samitivejhospitals.com/contact</a>	<a href="https://www.bnhhospital.com/contact-us/">https://www.bnhhospital.com/contact-us/</a>	<a href="https://www.phyathai.com/faq?contact=true">https://www.phyathai.com/faq?contact=true</a>	<a href="https://www.paolohospital.com/en-us/center/ContactUs">https://www.paolohospital.com/en-us/center/ContactUs</a>

## Patient's Perceptions of Service Behavior 2022

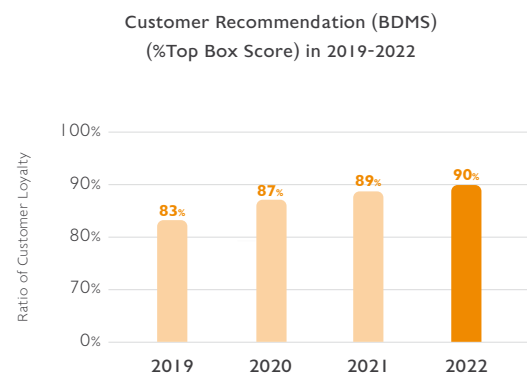
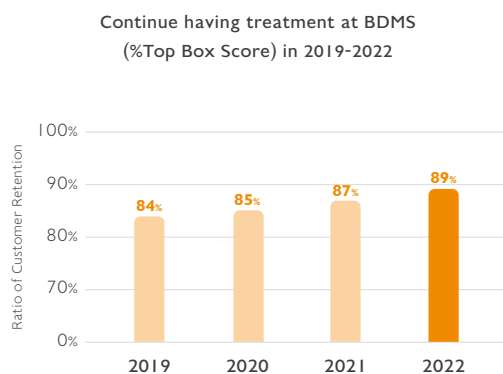
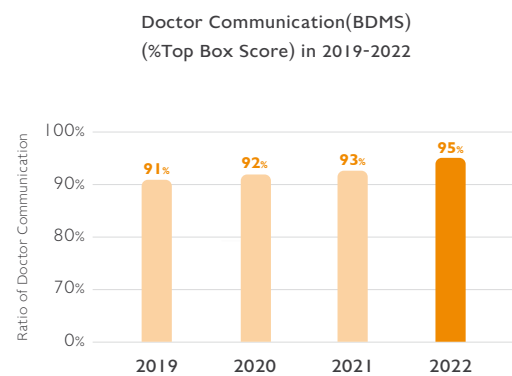
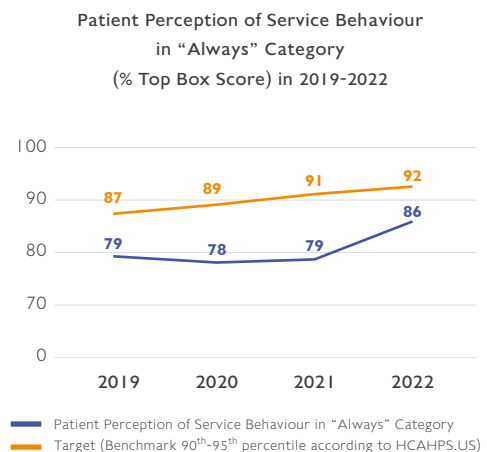
To achieve for the best service quality, BDMS delivers impressive customer services to ensure their satisfaction and enhance customer relationship, retention and loyalty. Consequently, BDMS assigns the hospital subsidiaries to perform the patient satisfaction survey in accordance with the HCAHPS (Hospital Consumer Assessment of Healthcare Providers and Systems) by the Centers for Medicare & Medicaid Services (CMS) and The Agency for Healthcare

Research and Quality (AHRQ), which are officially certified by National Quality Forum in the U.S.A. The objective is to assess the patients' perspectives on principal healthcare procedures at the hospital for quality improvement. The scores are calculated using the percentage from "top-box" scores selected by the customers.



The satisfaction survey rates in 2022 increased or presented at 92% compared with the target of 86%, marking the score at the 95<sup>th</sup> percentile compared with 4,442 hospitals in the U.S.A. as reported by HCAHPS Score. BDMS monitors the Patient's Perceptions of Service Behavior at each customer touch point (Score 1 = Never, Score 4 = Always) with clear criteria and displays the results in percentages comparable with international standards. The results for 2022 are as follows

BDMS introduced new medical services such as Telecare services, home healthcare services and drug and medical supply delivery in line with the customer expectation during the COVID-19 pandemic. The objective is to enhance customer trust, leading to word-of-mouth. In 2022, word-of-mouth statistics increased by 90%. Compared with the HCHPS Score of hospitals in the U.S.A., BDMS's is at the 95<sup>th</sup> percentile.



The survey in 2022 will be put into consideration for initiatives in 2023. BDMS will regularly monitor customer satisfaction levels and ensure continual service quality development for ultimate customer satisfaction.

# Society



Occupational Health and Well-Being

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Human Capital Development  
and Retention

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Sales and Labeling Practices

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Community Engagement  
and Healthcare Accessibility

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# Occupational Health and Well-Being

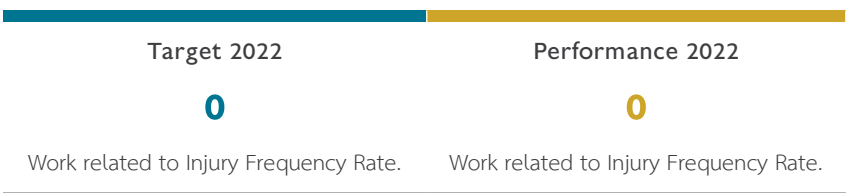
## Opportunities and Challenges

Occupational health, safety and a positive working environment for the employees are essential for business operations, especially healthcare services. Failure to implement occupational health and safety can harm the businesses and corporate reputation as well as cause workforce shortages from sickness and fatal accidents. Focusing on the importance of the impact, BDMS sets out guidelines to foster occupational health, safety and a positive working environment for the employees. The intention is to ensure work efficiency and raise awareness of the impact on the operations, supply chains and business relations which may affect the human rights and well-being of the stakeholders and rights-holders. To achieve the corporate vision of being a comprehensive healthcare service provider, BDMS and its subsidiaries strive to operate businesses with respect for the human rights of all stakeholders and right-holders.

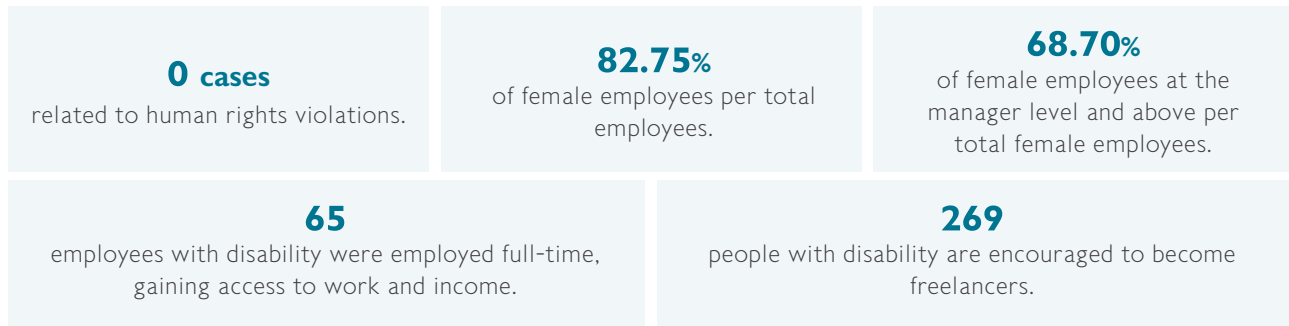
### Supporting the UN SDGs

3.4, 3.6, 3.8, 4.4, 5.1, 5.2, 8.8, 10.3 and 16.3

### Target and Performance



## Key Performance Dashboard



## Management Approach

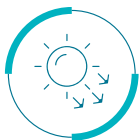
### Occupational Health and Safety Policy and Guidelines

BDMS implements the systems and guidelines for occupational health and safety following Hospital Accreditation (HA), Joint Commission International (JCI) and concerned regulations covering all business activities. In addition, BDMS appoints the Occupational Health, Safety and Environment Committee to assess risks and establish measures for all business activities, related and non-related to the healthcare services and ensure continual operations.

### Occupational Health and Safety Risk Management

BDMS sets out risk assessment guidelines regarding occupational health, safety and working environment in conformity with the regulations to establish measures for managing and monitoring employees' health conditions. The Occupational Health Center and Safety Occupational Health & Environment department must review the information, arrange preliminary surveys, organize site visits and prepare the performance report to identify health threats. In addition, the working team is responsible for identifying and evaluating risks from operations in all departments, considering the likeability and the level of danger to implement further procedures, preventive measures, control or rectification.

### Health Threats



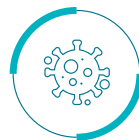
#### Physicals

such as light, laser, UV rays, x-ray, noise and heat.



#### Chemicals

such as respirable dust, dental amalgam, liquid nitrogen, nitrous oxide, methanol and alcohol.



#### Biologicals

such as infection from customers or the workplace.



#### Ergonomics

such as sitting or standing for long periods, unnatural posture or movement, lifting heavy objects or repetitive motion.



#### Social Psychology

such as work-related stress and aggressive patients or relatives.



#### Safety

such as puncture wounds, body fluid splashes into the eyes, defective electrical outlets, water leaks, poor-condition ceilings, unpleasant odors, poisonous insects and defective light bulbs.



#### Fire Safety

such as location and access to fire extinguishers, fire exits, fire exit signs and storage of flammable substances.



#### Air Quality inside Building

such as mold, improper temperature, insufficient ventilation and indoor air quality.

### Preventive Measures, Control or Rectification



Engineering Control



Management Control



Workplace Assessment



Employee Health Monitoring

### Occupational Disease Procedure

BDMS emphasizes the health of all personnel and employees driving the service operations in the organization while adhering to and fostering the importance of preventive healthcare. As a result, when occupational doctors identify employees with occupational diseases, BDMS initiates the investigation to find the root causes while providing care and suggestions on the correct measures. The objective is to prevent disease occurrence, intensification and chronic diseases.

In addition, BDMS implements the relief and prevention plan for occupational diseases in the short and long terms.

#### Short-Term Plan

##### 1. Health Advice by Doctors

Occupational doctors provide suggestions on healthcare ergonomics, such as muscle stretching and self-care.

##### 2. Work Environment Adjustment and Management

Adjust and manage the proper working environment in collaboration with the department.

#### Long-Term Plan

Adjust the work patterns of the employees in the department.

- The department is responsible for adjusting the work schedule and providing breaks during the day for muscle stretching.
- Ensure adequate manpower in the department for the workload and encourage job rotation.
- Acquire equipment and amenities to prevent the reoccurrence of occupational diseases.

### Health, Safety and Biohazard Post-Exposure Management Policy for Employees

BDMS enforces the Policy regarding Staff Health, Safety and Biohazard Post-Exposure Management to ensure the work readiness of employees and contractors in the hospitals. The Policy comprises the risk analysis from infection during operations and establishes proper preventive guidelines in case of biohazard exposure. In addition, the Policy states clear responsibilities and guidelines communicated during internal meetings and on posters displaying the work process in treatment areas. Moreover, BDMS organizes annual training on infection prevention.

### Duties and Responsibilities

#### Infection Control Committee (ICC)

Establish health and safety measures for employees.

#### Hospital Management Committee

Revise and approve health and safety measures for employees.

#### Executives

Approve operations following the employee health and safety measures while monitoring its performance.

#### Supervisors of Related Departments

Ensure the employees working the division comply with the measures while reporting issues to infectious control nurses.

#### Human Resources Department or Assigned Personnel

Comply with the guidelines and monitor the performance, such as occupational disease rates, health checkup rates, and immunization per guidelines.

#### Related Personnel

Operate following the operational measures.

## Operational Guidelines

### Health Screening

Assess risks and set out the health screening criteria for pre-employment medical checks, annual medical checks, health check-ups specific to occupational risk factors and repeat medical examinations.

### Health Risk Assessment

Identify operational hazards and implement preventive measures per risk assessment results. Annually assess the building condition and indoor air quality according to the regulations and quarterly report to ECC.

### Immunizations

Provide necessary immunizations to the employees and contractors in an appropriate timeframe per guidelines.

### Patient Handling Training

Organize the patient manual handling courses, including lifting and moving the patients, transporting patients safely using a wheelchair and improving workplace ergonomics for the risk groups, such as nurses, patient handlers, physical therapists and nursing assistants.

### Violence Management Training

Arrange workplace violence management training and issue preventive measures from the process design to management.

### Second Victim Support Training

Ensure the management training for personnel involved in adverse events.

### Treatment for Work-related Injury or Sickness

Manage and monitor the work-related injury or sicknesses, such as accident reports, initial treatment at the staff clinic or emergency department, disease prevention and control in the hospital, procedures for accidents, exposure to patient's blood or body fluid and walkthrough surveys to assess risks, provide rectification and avoid repetition.

### Process or Service Efficiency Monitoring and Assessment

Establish the indicators for employee efficiency such as health checkup rates, immunization rates, work-related disease rates and disease transmission incidents in the hospitals.

## Occupational Health and Safety Initiatives

BDMS appoints subsidiary hospitals to organize initiatives in accordance with the Occupational Health, Safety and Environment Policy together with other relevant policies. Details of initiatives are as follows:



### Respirable Dust Monitoring System with IoT by Phyathai 3 Hospital

Phayathai 3 Hospital launched an initiative to monitor respirable dust with the IoT system (Internet of Things) by collecting data related to PM2.5 and PM10 at the checkpoints situated in the hospitals. The intentions were to record air quality data in the hospital's vital areas and provide further air quality management. The initiative's performance created confidence in the employees and customers visiting the hospitals while lessening the impact of dust diseases. Moreover, this initiative is implemented in internal and external departments, creating a positive image for the organization in wellness and environmental conservation.



## Initiatives for the Employee Well-Being

BDMS understands and emphasizes the importance of development and support for employee well-being in addition to occupational health in the workplace. Consequently, BDMS launches initiatives for employee well-being with the performance in 2022 as follows:

### Let's START



### BDMS Let's Get Healthy

To support good physical and mental health while ensuring healthcare knowledge from the employees to the communities and society, BDMS organized training related to healthcare named “Healthy Together Boot Camp”. The courses dedicated to employees from the Human Resources, Marketing, Nursing and Multidisciplinary Medical Departments focused on using the Let's Get Healthy (LGH) Questionnaire to devise healthcare plans and annual medical check-ups and create new medical check-up packages.

### BDMS Well-Being

BDMS encourages employees to adapt to working in the modern days by ensuring understanding, positive thinking, happiness and positive energy under the topic “Ready Self and Mind for Fast-Paced Changes in Modern Days.” The objective is to ensure efficiency and good quality of life at the workplace, foster employee engagement and sustainably develop BDMS as a happy organization.

### BHQ Healthy Challenge by Bangkok Hospital Headquarter

Recognizing the importance of health promotion, BDMS organizes annual medical check-ups, vaccination and health promotion initiatives for all employees. Referring to the results, the employees tend to be overweight with a Body Mass Index (BMI) of more than 23, marking 43% in total. Another increasing trend observed from the results over the years is high cholesterol and blood sugar. As a result, Bangkok Hospital Headquarter launched Fitness BeFit, filled with modern exercise equipment. Moreover, the Human Resources Department together with the Employee Wellness Committee (EWC), created appropriate annual health programs such as BHQ Healthy Challenge, Walking Challenge, Healthy Breakfast Grab & Go, etc.

The performance indicated that many health-conscious employees participated in the program resulting in behavioral changes in food consumption and physical exercises. The employees gain more strength and reduce BMI per target. As a result, the sickness absence rate decreased, saving the cost of treatment for the employees.



## Happy, Healthy & Wealthy

Samitivej Sukhumvit Hospital, Samitivej Srinakarin Hospital and Samitivej Children's Hospital initiated the "Happy, Healthy & Wealthy" activity to prevent and support the physical and mental health of the employees per the corporate strategy in becoming the agile organization of value. The plans for improving the quality of life for employees are categorized into 3 aspects as follows:

- **Happy** such as Flexi Rewards (a reward for employees with excellent performance per target to value and encourage them), Happy Any Day (an e-voucher given weekly for food, beverages and health products from the stores located in the hospitals), online communication channels and channels for compliments or reporting/complaints.
- **Healthy** such as annual medical check-ups and vaccinations, Fit Your Fat Off, knowledge sessions for healthcare, food, exercise and BMI under the care of the Multidisciplinary team, COVID-19 vaccines/test/treatment, long COVID information for the employees and their families, biannual stress tests, consultation with psychologist team for employees with high stress and continuous seminar/training on mental health.
- **Wealthy** such as personal debt surveys, debt settlement initiatives, sourcing financial institutions, providing knowledge and consultations, adjusting debt structure, encouraging financial discipline in savings and investment, and promoting additional income from the Samitivej Market Place on offline and online platforms.

The initiative performance indicated improvement in the employee quality of life and engagement. The employees were sustainably encouraged to deliver excellent services to the customers. As a consequence, BDMS won the Thailand Best Employer Brand Awards 2022, organized by World HRD Congress.



## Stress Management by Bangkok Well-Being Clinic

Emphasizing employee mental healthcare, Bangkok Hospital Headquarter constantly identifies and performs mental health screening in employees at all levels. Those suffering from mental issues can properly receive treatment at Bangkok Well-Being Clinic, equipped with a mental health screening system and transfer those starting to experience mental issues for comprehensive psychotherapy through rehabilitation services such as occupational therapy, interpersonal therapy, music therapy, etc. Once the patients recover, they can effectively resume their lives.

The initiative enables the employees to gain knowledge and raise awareness on the importance of mental health, leading to mental health issues identification, finding helps and reducing the absence rates. Moreover, the program creatively enhances employee relations, enabling them to focus on their work more effectively.



คุณสุรชาติ พิชัย (BHT)	11. นพ.ชาคริต สุกตเสวนนท์ (PT1)
คุณบุษลิน จงดอนพัน (BNH)	12. คุณวิธิตา พิชัยอำมรม (PT2)
คุณสุวิรัตน์ สุวรรณ (SMCH)	13. ดร.เดชา กวีชาติ (PT3)
คุณศิริพร ศรีสุข (SVH)	14. คุณรัฐวิทย์ สุดสงวน (PT3)
คุณวิไลรัตน์ มโนวรรณ (BPH)	15. พว.บุษจรี ทิฆวน (PT3)
กณ.สทาวรัตน์ อัครสุนทร (BCM)	16. นพ.ศักดิ์ดา อำนวยเดชกร (PTS)
คุณกรรณิกา กลิ่นหอม (BKN)	17. คุณปวีณา ฤกษ์จำรัส (PTS)
คุณทิพวรรณ มีชัย (BPL)	18. คุณเจริญรัตน์ ดวงทองอยู่ (PLC)
พว.กิตติ์วิ สุพาณิชย์กุล (PLP)	19. คุณสุพรรณิการ์ พงษ์พานิชวัฒนา (BP)
คุณชนันท์ ประภากรวงศ์ (PLP)	20. คุณณัฐกร มั่นหมาย (N-Health)

ผู้ได้รับรางวัล 20 ท่าน ดร.วิมลฤดี ไชยเมือง



## Doctor Well-being

Phyathai 1 Hospital, Phyathai 2 Hospital launched doctor well-being initiatives based on the doctor engagement survey results. The hospitals analyzed the data and set out guidelines to improve the doctor well-being, such as rest facilities, parking lots, food quality, patient satisfaction reviews, the ability to express opinions related to hospital operations, etc. Moreover, the hospitals organized activities to ensure the doctor's participation and encouragement in the workplace, such as BDMS Good Doctor Award. Other examples include training and guideline provision for new treatments and medical knowledge enhancement, such as BDMS Golden Jubilee Science Conference or Dental Simulation Training. In addition, the hospitals provide vaccinations for influenza and COVID-19 for all medical personnel in a timely manner.

Aiming to improve the doctor and dentist's well-being, Paolo Hospital Phaholyothin arranges initiatives to ensure their happiness and boost positivity in the workplace for sustainable employment, which will reflect in efficient patient care. Examples of initiatives include meals for on-duty doctors, doctor lounges, air purifier installation, snacks, lunch, resting facilities and entertainment areas. Other initiatives include a session for sharing opinions and suggestions from doctors and dentists at the monthly executive meeting (Hospital President and Chief Medical Officer) and performing the annual BDMS-doctor Engagement survey. The hospital also arranged internal parties for doctors and dentists to promote collaboration and teamwork, resulting in a good performance level compared with all subsidiary hospitals.

## Human Rights

BDMS respects the human rights of all stakeholders and rights-holders, especially in vulnerable groups, in line with the corporate determination towards the international human rights standards stated in the BDMS Human Rights Policy. Understanding its responsibilities concerning the human rights of all personnel related to the business operations and supply chain, BDMS issues a process for human rights assessment in all aspects to identify risks and continuously lessen the impact. In addition, BDMS improves the reporting channel efficiency and ensures its fairness according to human rights principles.

## Policy Commitment

BDMS enforced the Human Rights Policy<sup>1</sup> 2022 in accordance with the United Nations Guiding Principles on Business and Human Rights (UNGPR), The ILO Declaration on Fundamental Principles and Rights at Work and the International Bill of Human Rights. Integrating the principles into the corporate Human Rights Policy, BDMS focuses on human rights and assigning responsibilities for relevant personnel and others affected by the business operations by the employees, suppliers/contractors and business partners (including all alliances) throughout the BDMS supply chain.

<sup>1</sup> See further details of Human Rights Policy and Practices at <https://investor.bangkokhospital.com>



## Human Rights Due Diligence

In 2022, for the first time, BDMS organized Human Rights Due Diligence to the expectation from United Nations Guiding Principles on Business and Human Rights (UNGP). The objective was to ensure the corporate efficiently implemented the human rights assessment and impact evaluation in the business sectors. The assessment consists of 2 main factors (severity and likelihood), resulting in 4 risk levels (extremely high, high, medium and low). Risk mitigation is then devised for extremely high and high risks in human rights. BDMS focuses on risk management by issuing measures to control the risks and lessen their impact while communicating the outcomes to relevant personnel. In addition, BDMS plans human rights management identified in the UNGP as concrete operational guidelines, comprising 6 processes as follows:



### BDMS Human Rights Risks 2022 and Risk Mitigation Measures

#### Well-being of Employees and their Families

- Arrange breastfeeding areas in all BDMS facilities.
- Encourage paternity leave.

#### Diversity and Inclusion

Organize mandatory training related to Diversity and Inclusion

#### Safety of Customers and Patients and Product safety

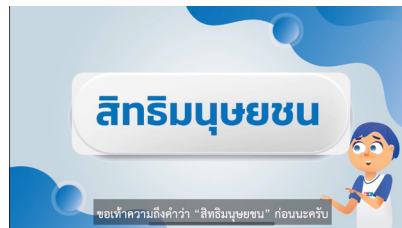
Inspect the facilities and technology for patient care. Foster innovation for safety to create an excellent service experience for customers and patients.

#### Pollutions and Environmental Impact

Plan the mitigating actions to encounter environmental impact.

## Human Rights Risks 2022 and Risk Mitigation Measures for Suppliers

<b>Responsible Sourcing</b> <ul style="list-style-type: none"> <li>Discuss responsible procurement with the suppliers (provide training and raise their awareness).</li> <li>Encourage the suppliers' compliance with responsible procurement.</li> <li>Review measures for supplier evaluation.</li> </ul>	<b>Pollution and Environment Impacts on Community</b> <ul style="list-style-type: none"> <li>Discuss the topic with the suppliers (provide training and raise their awareness).</li> <li>Plan the mitigating actions to encounter environmental impact.</li> </ul>	<b>Safety of Customer and Patient and Product Safety</b> <ul style="list-style-type: none"> <li>Discuss the topic with the suppliers</li> <li>Review the criteria regarding inspection and supplier selection following the quality and safety standards.</li> </ul>
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## Human Rights Awareness and Communication

BDMS fosters and educates human rights by communicating and raising awareness through online platforms and videos. Some videos discussing Human Rights Policies are available on Youtube for employees. This is to publicly announce BDMS's determination to encourage human rights in the organization.

## Improvement in Reporting Systems and Remedy

### Welfare Committee

According to the regulations, BDMS assigns at least 5 employees at the supervisory and operational levels in the Welfare Committee as employee representatives of all levels (100%) with a term limit of 2 years. The Committee must organize a meeting at least quarterly or when called for by more than half of the Committee members to receive feedback and improve the operations following the suggestions from the employees and corporate context. The ultimate objective is to ensure the employee work in a suitable environment supporting good health and safety.

### Welfare Committee Responsibilities

Discuss employee welfare with the employer.	Provide consultancy, discussion and suggestions to the employer regarding employee welfare.	Monitor, control and manage employee welfare provided by the employer.	Ensure beneficial feedback and guidelines on employee welfare to the Welfare Committee.
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## Human Rights Policy and Guideline Performance in 2022

<b>0 cases</b> of unfair treatment and human rights violations.	<b>100% of all employees joined human rights and fair treatment training.</b> 100% of new employees participated in the orientation, while current employees received online training and awareness tests.	<b>334 People</b> with disabilities were hired as BDMS employees.
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## Human Capital Development and Retention

### Opportunities and Challenges

Nowadays, the organization must continuously and systematically develop to accommodate the fast-paced changes in technology and society. As a result, BDMS focuses on human capital development and retention to develop high-potential employees, encourage other talents to join the organization and ensure highly value employee retention for sustainable success.

### Supporting the UN SDGs

4.4, 4.7, 5.5, 8.5 and 17.6

### Target and Performance

Target 2022	Performance 2022
Achieve an employee engagement rate of <b>75%</b> compared with all employees.	Achieve an employee engagement rate of <b>83%</b> compared with all employees.



## Management Approach

### Human Capital Development

Human Capital Development is essential to drive BDMS's strategy in delivering top-notch healthcare services. As a consequence, BDMS enforces policy to develop and train the employees, enhancing their knowledge and skills following the corporate vision, mission and strategy. Human capital development aims to build creative innovations and sustainability. Hence, the Human Capital Development and Training Policy is devised for talent attraction and foster the employees to work efficiently for their future career advancement.

### Human Capital Development and Training

BDMS organizes training and development policy for clinical and non-clinical employees, including newly-recruited, contracted and part-time employees. The objective is to ensure their understanding of the corporate direction and the hospital quality system as well as the knowledge and skills to fulfill their responsibilities. In addition, BDMS adjusts the training and skill development in line with the corporate values and strategy, resulting in skilled medical professionals and staff.

#### BDMS Training



##### General Orientation

To acknowledge BDMS's vision, mission, core values, service principles, operational safety and hospital quality systems.



##### Unit Orientation

To acknowledge the department's mission, the scope of services, operational policies and guidelines.



##### Mandatory Training

Organize training on BDMS strategy, corporate direction, quality management system, patient safety goals, basic fire training, basic life support (every 2 years) and other courses related to relevant rules and regulations for professionals.



##### Quality Improvement Training

Prevent incidents, monitor quality and safety information from incidents and attend to patients' complaints. Change the operational procedures or introduce new technologies while developing English proficiency.



##### Related Training

Grant educational scholarships for those who wish to continue their study and enhance their business skills suitable for the department. Improve patient care skills to create values for the patients.



## Employee Training

To lessen the risks of COVID-19 infection and ensure employee safety, BDMS organized virtual class training to support learning via online and e-learning. The system enables the employees to attend the meeting through their mobile phones anywhere and at any time. Moreover, BDMS introduced hybrid training combining physical and online learning offering diverse courses with utmost efficiency. For employee training in 2022, BDMS will focus on sustainable human capital development and talent development programs following the corporate target and strategy in parallel with enhancing work efficiency and employee engagement.

### Employee Training on Sustainability

BDMS sets out a policy related to employee development training in accordance with the corporate strategy focusing on sustainability. The intention is to promote and support the good health and wellbeing of the employees while creating environmental innovation for sustainability. BDMS organizes essential training as follows:

#### Environmental Awareness by Bangkok Hospital Hua Hin

Bangkok Hospital Hua Hin supports environmental sustainability by recycling plastic bottles and providing “BHN Sustainable & Green Hospital” training to conserve nature. The initiative helps pass on knowledge and create environmental values. The plastic bottles from the hospitals are transformed into products such as brooms made from plastic bottles.

#### Human Rights Awareness by BDMS and Bangkok Hospital Trat

BDMS organized the lecture on “Sexual Harassment: Teasing or Threats” to educate the employees on human rights basics. The objective is to ensure employees of all gender work in harmony, creating a positive work relationship, happiness and efficiency in the workplace.

Besides, Bangkok Hospital Trat provides training related to Human Rights Policy and Human Rights Due Diligence. Additional training includes risk assessment for human rights in BDMS and the healthcare service industry to ensure an understanding of the corporate policy and guidelines on human rights as well as risk identification and managing impact and potential risks.



## Talent Development and Succession Planning by Bangkok Hospital Headquarter, Samitivej Sukumvit Hospital, Samitivej Srinakarin Hospital and BNH Hospital

Emphasizing leadership readiness, Bangkok Hospital Headquarter organized talent development initiatives named BHQ Leadership Program 2022 to foster leadership skills through training, coaching and presentation. A total of 40 attendees joined the activities, such as Coaching Project Assignment, which aims to encourage the attendees to integrate the knowledge into their work and future assignments.

Samitivej Sukumvit Hospital, Samitivej Srinakarin Hospital and BNH Hospital launched talent development and succession planning initiatives for attendees to adopt the knowledge and skills acquired from the learning sessions, activities and site visits to the workplace and create their initiatives in the related topics. The objective is to enhance the efficiency and effectiveness of hospital operations while advancing the selected works and initiatives for further development and implementation in the hospital.

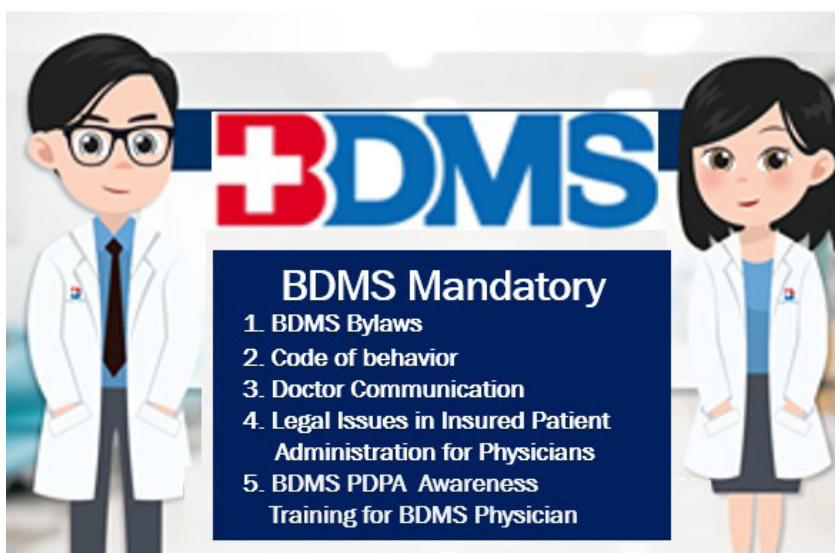
According to the current performance, BDMS successfully achieved employee high-potential employee ratio of 3% with a turnover rate of high potential less than 6% per year by 2020-2022, while the satisfaction survey on training was more than 90%. After the training, the attendees can pass on the knowledge and build new working cultures, innovative products and services. Moreover, the employees can develop specialized clinics and prepare successors for each professional operation while sourcing internal talents qualified for key work positions in a timely manner.

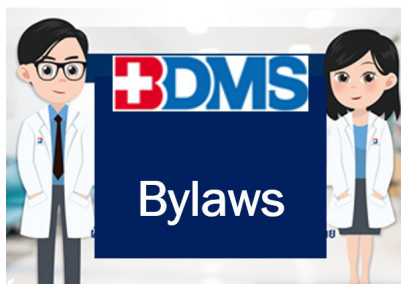
### Training for Doctors and Dentists

#### Mandatory Training for Doctors and Dentists

Realizing the importance of being a Good Doctor, BDMS ensures treatment according to the medical standards with sincerity and politeness while building the trust of the patients and their relatives in the doctors, nurses, medical practitioners, hospitals and organization. All doctors and dentists at BDMS must conform to BDMS Bylaws, Code of Behavior and Doctor Communication and apply the principles to the patients, relatives and colleagues.

For years, BDMS has organized the Good Doctor initiative. In 2022, BDMS Medical Affairs Office organized training for doctors and dentists through the BDMS MSO Training application, easily accessible regardless of place and time. The 5 annual mandatory courses are as follows:





### BDMS Bylaws

Ensure compliance with the Medical Bylaws.



### Code of Behavior

Emphasize a Good Doctor.



### Doctor Communication

Ensure effective communication between the patients and colleagues.



### Legal Issues in Insured Patient Administration for Physicians

Focus on international collaboration guidelines and issuance of medical reports by doctors.



### BDMS PDPA Awareness Training for BDMS Physician

Raise awareness on PDPA.

According to the performance, all BDMS hospital networks achieved the Good Doctor principle resulting in trust from patients, relatives and colleagues in the doctors and dentists. Further, the doctors and dentists were content with work while the patients received standardized and high-quality healthcare.

## Good Doctor

BDMS MSO presents the Good Doctor to source and select qualified and talented doctors or dentists from each professional operation in the subsidiary hospitals. The Good Doctor must be capable of providing a fair, ethical and quality treatment covering all aspects. All hospitals participated in the award, Since 2021-2022 presenting 26 candidates from 27 hospitals with the qualifications as follows:

Work in BDMS network hospitals.	Complete all mandatory training such as 1. BDMS Bylaws 2. Code of Behavior 3. Doctor Communication 4. Legal Issues in Insured Patient Administration for Physicians 5. BDMS PDPA Awareness Training for BDMS Physician	Complete the CPR training.	Acquire more than 50 credits in continuing medical education for doctors and dentists.
Not involve in any incidents above risk level 4.	Entitle for a valid professional liability insurance with coverage no less than the preliminary damage value of the hospital.	Achieve the annual performance in the clinical outcome of more than 80%.	Pass the consideration process for Good Doctor by the Hospital Director.

Further, the performance follows the corporate strategy in knowledge development for becoming Good Doctor. This is to create a corporate culture and role model for younger doctors while creating organizational pride and engagement between the doctors and dentists. The project also ensures doctors in all hospitals are accepted by the patients, relatives and colleagues, leading BDMS to sustainability.

### Academic Cooperation with CHUT

BDMS signed a memorandum of understanding (MOU) on academic cooperation with Centre Hospitalier Universitaire de Toulouse (CHUT) of France to improve the healthcare quality for orthopedic patients. BDMS strives to become the leading orthopedics care in Thailand and Asia while elevating academic research to global standards through joint educational activities, including medical seminars, site visits for orthopedic surgeons and relevant medical personnel such as nurses or physical therapists and collaboration for orthopedics studies and research.



Located in Toulouse, France, the Centre Hospitalier Universitaire de Toulouse (CHUT) operates 11 hospitals and healthcare centers with 2,500 beds and 65 operating theaters. CHUT treats 287,004 patients yearly, 50,186 of which are surgery patients.

The collaboration enhances the knowledge and skills of medical personnel in BDMS network hospitals, enabling the utmost benefits to the customer and ensuring trust in standardized orthopedic patient care. The diagnosis and treatment process are up to date per global standards. Moreover, the collaboration helps raise awareness and acceptance of Thai medical expertise among French customers.

### BDMS Human Capital Development Performance

BDMS Human Capital Development Performance 2022			
<b>35 Hours</b>	<b>44.5 Average Credits</b>	<b>2,013 Baht</b>	<b>100%</b>
of average training hours per person per year for nonclinical staff.	in the CME <sup>1</sup> for doctors per person per year.	of average expense per person on training (excluding doctors).	of internal employment on high potential employees for career progress.

### Talent Attraction and Retention

Talent attraction and retention offer competitive advantages and increase the business opportunity for success. Consequently, BDMS issues policies and guidelines for talent attraction and retention by implementing clear performance evaluation criteria, talent retention and succession planning. Besides, BDMS continuously monitors employee engagement to review and determine employee remuneration and benefits according to corporate performance.

<sup>1</sup> Continuing Medical Education

## Talent Management Program

Emphasizing talent management to ensure excellent performance and business growth, BDMS launches the Talent Management Program to ascertain leadership readiness for essential corporate missions and retain high-potential employees. The program comprises:

Talent Attraction and Retention	Talent Development
<p>The Directors are responsible for sourcing and assessing the candidate's competency per criteria before submitting the results to the Human Resources Department for final rating and presenting to high-level executives.</p>	<ol style="list-style-type: none"> <li>1. Individual Development Plan Coaching – Perform a 360° Feedback to identify strengths and weaknesses for a tailored development plan.</li> <li>2. Project Management – Assign missions to the talented team to finalize results or alternatives to develop teamwork skills within the provided duration and limitations.</li> </ol>

## Succession Planning

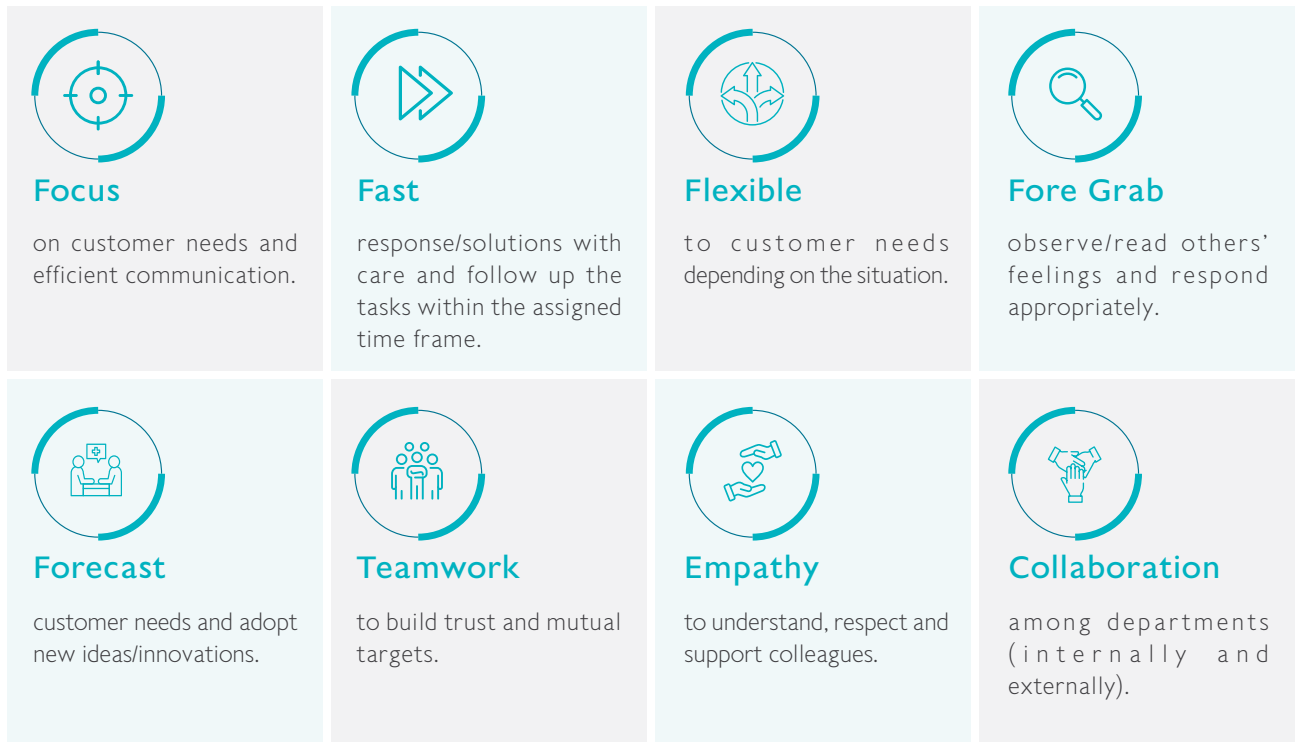
BDMS selects and develops talented employees to ensure their career advancement in the organization. The Directors are responsible for talent assessment, planning competency building and performance monitoring. The successor evaluation and planning are performed on assigned periods annually to ensure succession readiness in case of retirement of executives, business expansion or resignation. The competency-building guidelines for each individual are as follows:

- Leadership Training
- Job Rotation to learn from related departments
- Special assignments
- Site visits in Thailand and abroad
- Competency planning for employees at all levels to identify necessary knowledge and skills while supporting learning sessions and evaluation to progress in their career path with adequate knowledge and skills.

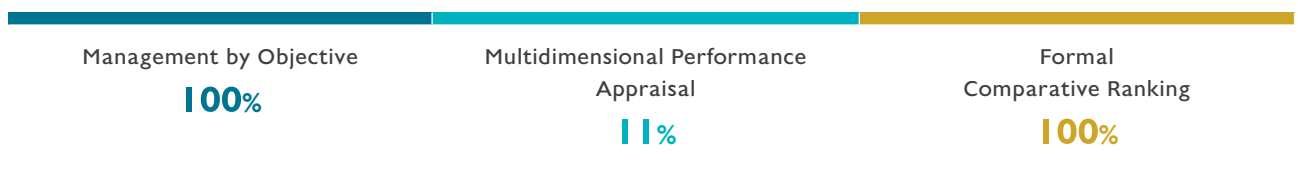
## Performance Management System

BDMS initiates the performance management system to ensure standardized and fair results for all employees. The 360 degrees Feedback is for assessing reward entitlement, enhancing employee competency development and setting the operational evaluation guidelines, promotion and remuneration. The evaluation considers the core competencies, leadership competencies and work responsibilities. BDMS organizes employee performance evaluations twice a year.

In 2022, Samitivej Hospital Sukumvit, Samitivej Srinakarin Hospital and Samitivej Children's Hospital conducted a 360 degrees Feedback in leading positions, such as managers and executives, twice a year to identify their strengths and weaknesses for a tailored leadership and development plan. The scores were a part of their annual performance to ensure the high-ranked positions can deliver customer services and care with empathy from happiness at the workplace and passion for work efficiency. The ultimate objective was to deliver excellent services and values to customers from the manager and executive levels. BDMS strives to become an organization that offers values and adapts per Agile Organization of Value, essential for work and team management, in 8 aspects as follows:



In 2022, BDMS employees were evaluated by operational sessions as follows:



### Employee Engagement

To understand the needs and opportunities for improvement in employee engagement, BDMS Human Resources Department establishes the guidelines for employee engagement. The key factors related to employee engagement are used to manage and develop the internal human resources management system monitored annually through surveys and initiatives to improve engagement on employees continuously.



## Employee Benefits

For the wellbeing and to ensure fair and proper treatment for full-time employees, BDMS provides employee benefits as follows:



Healthcare Service



Dental Service



Maternity Benefits



Annual Health Check-up



Vaccination  
(including COVID-19)



Fitness



Provident Fund



Diligence Allowance



Employee Leave



Uniform Allowance



Funeral Allowance



Dormitory



ATK Test Kit



Subsidies for Occupational Transmission  
of HIV to Healthcare Workers



Canteen and other discounts  
in the hospitals



Staff Transportation Services



Psychological Consultation Center



Day Care Center



Pre-Kindergarten Child Support Fee of  
no more than 3,000 Baht



Coworking Space



Lactation room and Provision of  
Breastfeeding Storage Bags



Leave Entitlement	Legal Entitlements	BDMS
Maternity Leave - pregnant employees can work from home or part-time for 3 months before the due date regardless of the years of experience.	98 days	100 days
Paid Paternity Leave (15 days)	Not specified	15 days
Paid Family Leave (due to physical or mental health issues – 3 days)	Not specified	3 days
Public Holidays	No less than 13 days per year	14 days
Annual Leave	No less than 6 days per year	10 days
Business Leave	3 days	15 days

## Rewards and Compliments

BDMS develops AMPOS Mobile Application for the employees to compliment their colleagues by sending stars when they perform their duties according to the corporate core values and foster positive behaviors such as Be Professional, CSI Service Behavior or Innovation Behavior. Through the application, the employees can send texts, voice messages and stickers to their colleagues while BDMS supports the rewards. The employees can redeem the stars through monthly activities or during special events. The intentions are to promote employee engagement and develop a compliment culture and positive working environment.

**BHQ Innovative Behavior** ขวัญใจอยากให้คุณคนแสดงออก และชื่นชมในพฤติกรรม Innovative Behavior

**Always be Curious**  
(Dare to learn and ask question)  
กล้าเรียนรู้และทำหัดเอง  
ได้ไม่จำเป็นต้องถาม  
คำถามที่คนอื่นยังไม่  
ถามหรือสงสัย

**Always be Sharing**  
(Dare to share and exchange knowledge)  
กล้าที่จะแบ่งปันความรู้  
ประสบการณ์ และ  
เสนอแนะให้ผู้อื่น

**Always be Agile**  
(Dare to change and move quickly)  
กล้าที่จะเปลี่ยน  
และปรับตัว  
ได้อย่างรวดเร็ว

**พร้อมเปิดตัวสติ๊กเกอร์ Innovative Behavior**  
บนแพลตฟอร์ม "ขวัญใจ" ส่งมอบคุณและชื่นชม  
ผ่าน MySpace (Ampos)

Version Update iOS / Android : 3.16

**พิเศษ!! สำหรับ 300 ท่าน**  
ได้รับดาวคนละ 5 ดวง  
ส่งกิจกรรมส่งดาว ผ่าน Ampos  
เพื่อส่งเสริม การชื่นชมในพฤติกรรม  
Innovative Behavior

ระยะเวลากิจกรรม  
26 มี.ค. - 11 ก.พ. 2565

**เงื่อนไข**  
การร่วมกิจกรรม  
ส่งดาวให้กับผู้มีพฤติกรรม  
Innovative โดยให้เหตุผล  
ในหมวด BHQ Innovative  
พร้อมใส่สติ๊กเกอร์ "ขวัญใจ"  
ที่ตรงกับพฤติกรรม

**ขวัญใจชวน**  
❤️ อิ่ม

หลากหลายเมนู เพื่อสุขภาพ  
ควบคุมน้ำหนัก เพียง แลกดาว  
E-Coupon กับ อิ่ม by BDMS

**15-17 มิถุนายน 2022 15:30 น.**

**100 STARS E-COUPON 200 BAHT**  
100 Stars แลกกับ E-Coupon 100 บาท มูลค่า 200 บาท จำนวน 100 รางวัล จำกัด 2 สิทธิ์/คน

**50 STARS E-COUPON 100 BAHT**  
50 Stars แลกกับ E-Coupon 100 บาท มูลค่า 100 บาท จำนวน 300 รางวัล จำกัด 2 สิทธิ์/คน

**เปิดให้แลกดาว วันที่ 15-17 มิถุนายนนี้ เวลา 15:30 น.**  
**แลกดาวแล้วรับเลย ไม่ต้องลุ้น**

ประกาศรายชื่อผู้ที่แลกดาว วันที่ 17 มิถุนายน 2565  
เพื่อยืนยันการใช้สิทธิ์กับทาง อิ่ม by BDMS

สอบถามหรือดูเมนู อิ่ม by BDMS **คลิก**

## Thank You Day by Bangkok Hospital Headquarter

Bangkok Hospital Headquarter organizes Thank You Day to promote employee engagement through activities such as Cartoon AI, lucky draw and cash prizes. In 2022, as a token of appreciation for the employees' dedication, BDMS launched a new year party under the theme "Happy New Year: The Year of RABBIT Bring Peace and Success" with live music bands by employees, beverages, together with sweet and savory food to ensure happiness, encourage the employees and build engagement between the employees and executives.



## Employee Engagement Survey 2022<sup>3</sup>

BDMS initiates the employee engagement survey annually. In 2022, BDMS amended the evaluation guidelines per international standards for data collection. Details of the evaluation and employee engagement survey are as follows:

### Data Analysis in Survey



Gender



Generation



Work Position



Type of Work



Year of Experience

### Survey Points



Leadership



Positive Relationship



Salary, Welfare and Benefits



Acknowledgement of Corporate Target and Core Values



Positive Impression



Organizational Pride



Economic Security and Conditions



Physical and Mental Health



Career Opportunity and Advancement



Performance



Transparency

<sup>3</sup> Excluded doctors and dentists in the BDMS network.

## Employee Engagement Performaent

**83%**

of BDMS employee engagement rate compared with the target of 75%.

**100%**

of employees respond to the employee engagement survey.

**Organizational Pride**

is an essential topic for employee engagement followed by performance and acknowledgement of corporate target and core values.

**Salary, welfare and benefits**

is the potential topic for improving employee engagement followed by physical and mental health and career opportunity and advancement.

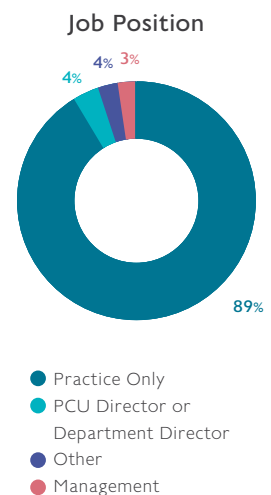
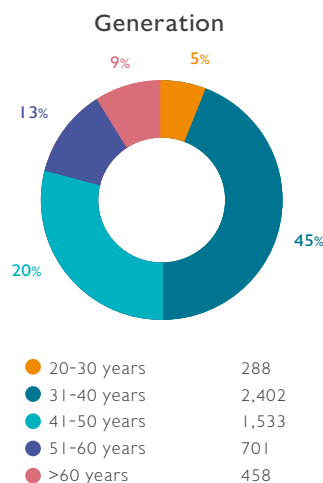
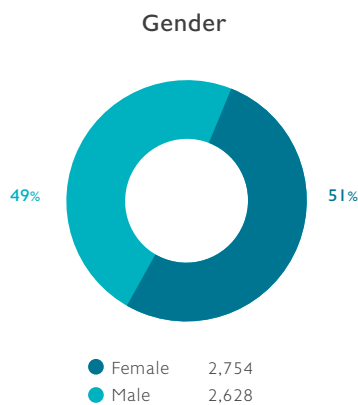
BDMS devises to improve the employee engagement in these topics in the future.

**Doctor Engagement**

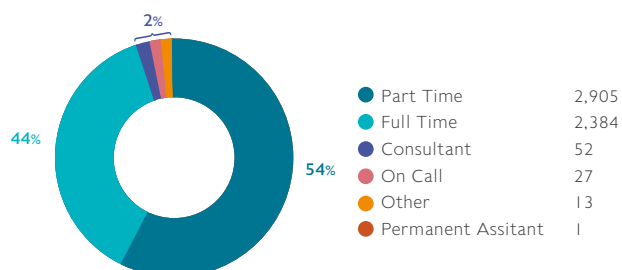
BDMS Medical Affairs Committee and executives enforce the policy and support the excellent services from doctors. To ensure doctor retention, BDMS launches activities such as reviewing suggestions and positive and negative perspectives towards the organization shared during the annual doctor engagement survey, work responsibilities, necessary medical equipment, working environment, etc. The objective is to ensure safety, security and happiness at work. Further, BDMS arranges initiatives to support doctor engagement, such as Good Doctor (encouraging efficient, fair and ethical doctors), talent retention, organizational pride and corporate engagement with the ultimate goal of becoming a sustainable organization.

**Doctor Engagement Survey 2022**

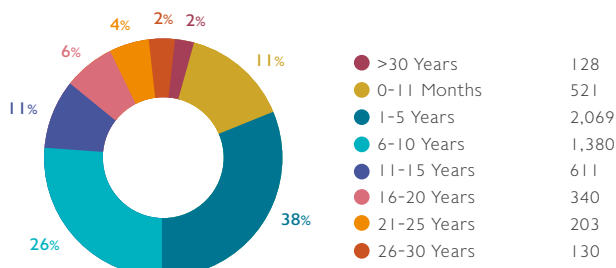
BDMS performs the doctor engagement survey referring to evaluation guidelines from relevant theories and suggestions from executives in the medical field. The survey questions are reviewed every 3 years while setting the target annually. Currently, the survey consists of 2 sections. The first section comprises 38 topics on overall medical operations and doctor satisfaction, while the second focuses on ranking future improvements within 12 months by importance level. Both use 5 Likert scales.

**Data Analysis in Survey**

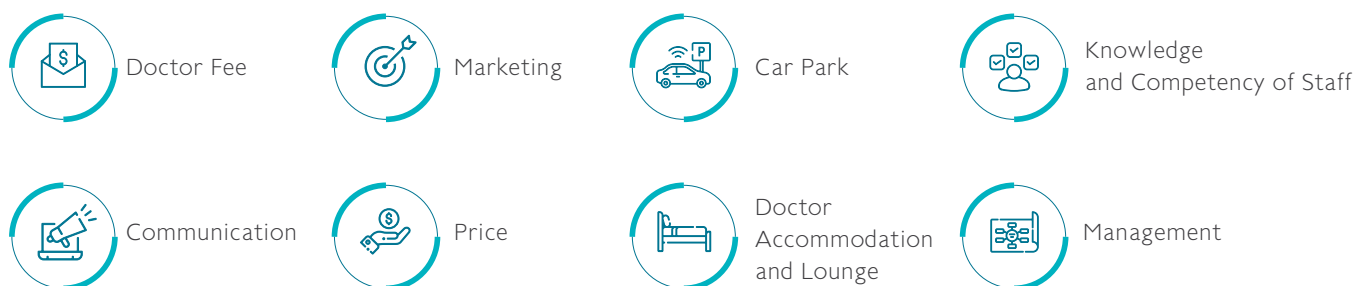
## Type of Work



## Years of Experience



## Survey Points from Highest to Lowest Request for Improvements



## Doctor Engagement Survey Results

**84.14%**of doctor engagement rate compared with the target of 60%<sup>4</sup>**“Hospital treats me with respect” is an essential topic for doctor engagement**

followed by

“I am proud to work with hospital and I am a part of this organization,” pharmacy service, radiology services and scheduling process responsive and appropriate.

**80.3%**

of doctors respond to the doctor engagement survey.

**“It is difficult to detach myself from my work” is the potential topic for improving doctor engagement**

followed by opportunity for giving opinions in hospital works, on call doctor accommodation, “I have the opportunity to review this hospital's patient satisfaction data” and marketing service.

BDMS devises to improve the doctor engagement in these topics in the future.

<sup>4</sup> Reference from DSS Health Care Engagement Index (HCEI).

# Sales and Labeling Practices

## Opportunities and Challenges

BDMS considers all stakeholders’ responsibilities towards healthcare service marketing due to its long-term effect on corporate credibility. Consequently, BDMS ensures all patients receive accurate medication and treatment information tailored to their needs. To enhance confidence and trust in the shareholders, BDMS implements transparent marketing communication, sales and labeling practices in accordance with the regulations.

### Supporting the UN SDGs

16.5 and 16.6

### Target and Performances

Target 2022	Performance 2022
<b>100%</b> Comply with the regulations related to sales & labeling practices.	<b>100%</b> Comply with the regulations related to sales & labeling practices.



## Management Approach

### Sales and Labeling Practices

BDMS promotes responsible marketing communication for healthcare services creating long-term trust with related stakeholders. To ensure the patients receive the correct marketing, medication and treatment information according to their needs, BDMS sets out transparent sales and labeling practices in line with the regulations.

### Marketing Communication, Sales and Labeling Practices<sup>1</sup>

BDMS Marketing and Pharmacy Department must organize marketing training and communications as well as sales labeling practices as stated by Notifications of the Department of Health Service Support, the Notifications of Central Committee on Prices of Goods and Services, the Ministry of Public Health and the Drug Act. In addition, communication channels must be established for all stakeholders to report any misconduct.

### Rules on Advertisement or Publicity at Healthcare Facility

#### Advertisements or Publicity about Healthcare Facility without Pre-Approval



Name, location,  
and corporate logo



Medical  
practitioner's  
qualifications



Treatment, medication,  
medical and  
other service fees



Patients' rights as stated  
in the regulations



Medical services provided by  
healthcare facility and approved  
operating hours



Knowledge and academic research  
on medical and healthcare that is  
accurate, realistic and reflects a  
correct understanding of the facility.  
Precautions from risks in treatment,  
danger and side effects



Notifications such as medical  
records destruction,  
relocation, any events held on  
important days, or "Inquire Medical  
Fees Here" signage

<sup>1</sup> See further details of the regulation (only Thai version) at <https://ratchakitcha.soc.go.th>



Prohibited Healthcare Facility Advertisements



Entirely or partially misrepresent, exaggerate or conceal facts related to healthcare operations.  
Provide misleading comparison of the service quality between healthcare facilities.



Create false expectations about medical professionals and equipment.  
Fail to commit as stated in the advertisements or notifications.  
Provide information non-supported by the academic research.



Advertise misleading names of healthcare facilities which cause misunderstanding on the business license.



Advertise information that is potentially physically or mentally harmful or causes annoyance to customers or others.



Use inappropriate, fear-provoking, obscene or sexually provocative advertising materials.



Publish impolite messages or exhibit patient suffering.



Display disrespectful and sarcastic messages to other healthcare facilities or professionals.



Share unethical and socially disturbing messages.



Associate with royal salutation messages and actions concerning the monarchy, the Queen, heir or designated regent.

Guidelines for Pharmaceutical Distribution, Medical Supply, Healthcare Service and Other Service Fees



Medicine Prescription

Inform the generic or nonproprietary name of the medicine, dosage form, dosage, instruction and duration of treatment following the medical standards.



Price Notification

Notify the medicine, medical supply, healthcare service and other service fees to patients prior to purchase, treatment or upon request.



QR Code

Transparently and adequately exhibit the price comparison of the medicine, medical supply, healthcare service and other services in the healthcare premises according to the Department of Internal Trade.



Healthcare Cost Estimation

Provide the estimations to all patients following the preliminary diagnosis.



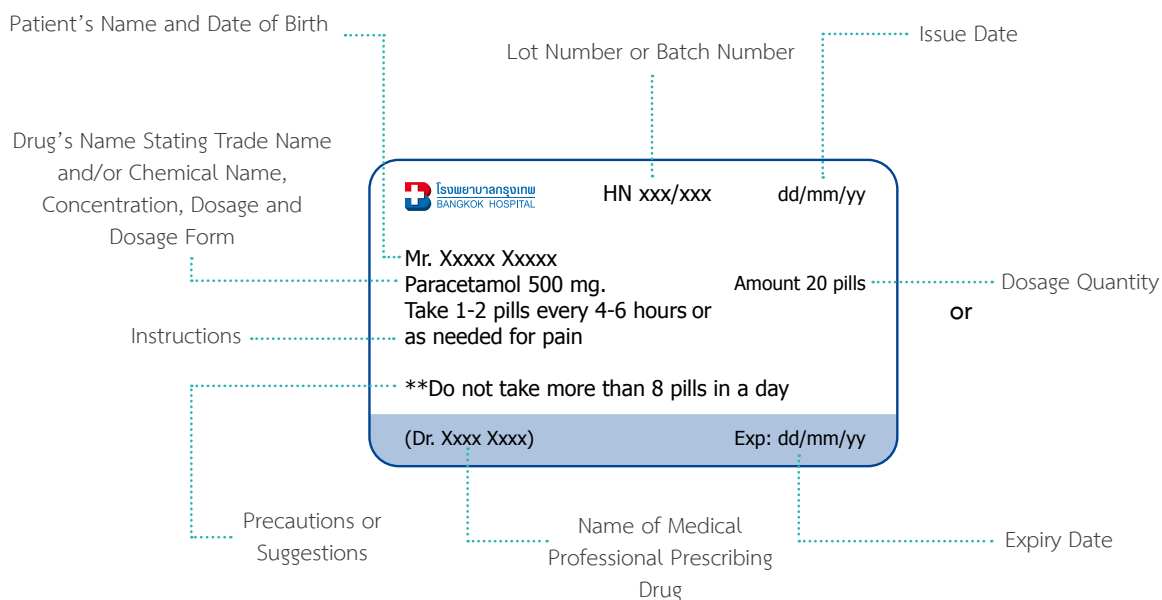
Medical Invoice

Specify the medication names according to the prescription and the price per unit.



### Drug Labeling

BDMS hospital subsidiaries distribute the medicine with labeling and packaging in compliance with the regulatory requirements as follows:



### Contacting Channels for Marketing Communication, Sales and Labeling Practices

BDMS encourages all stakeholders, including internal and external personnel, to submit feedback, complain and report misconduct as stated in the "BDMS Code of Conduct" published on the corporate website. In 2022, no complaints regarding marketing communication, sales and labeling were filed in BDMS's hospital network.



# Community Engagement and Healthcare Accessibility

## Opportunities and Challenges

As the current business operations can affect the community and society, BDMS sets out the operational guidelines to express the determination to care for the community and society. The guidelines also aim to prevent potential risks to corporate reputation and support for medical equipment, knowledge, healthcare accessibility and safety knowledge. The objectives are to ensure smooth operation and enhance the relationship with all stakeholders.

## Supporting the UN SDGs

3.2, 3.3, 3.4, 3.5 and 3.6

## Target and Performance

Target 2022	Performance 2022
<b>500 initiatives</b> on preventive healthcare and health literacy for communities in Thailand.	<b>804 initiatives</b> on preventive healthcare and health literacy for communities in Thailand.



## Management Approach

BDMS realizes the importance of the business operations' effects on the communities surrounding the hospitals and subsidiaries. Consequently, BDMS assigns related departments to collaborate in building community engagement through data surveys and understanding the community's expectations. The scope of operations is then established to solve the issues and improve the relationships in line with their needs.

## Community Engagement and Initiative Guidelines

### Neighborhood Club

For the communities surrounding the hospital in Soi Soonvijai, Bangkok Hospital Headquarter announced the "Neighborhood Club" to provide healthcare knowledge, including health checkups, knowledge sharing by doctors, recreational activities, exchange feedback between the communities and the organization and dinner meetings.

In 2022, the initiative aimed to enhance the communities' immune systems with health checkups and quadrivalent influenza vaccine. Moreover, the participants were encouraged to take charge of their physical and mental healthcare in the session called "Safe Selfcare at Home." In addition, the hospital organized a workshop for mental health led by physical therapists.



There was a total of 64 participants in the initiatives in 2022. Their suggestions were to ensure continuous initiatives for the communities. As one of the suggestions was to build green space, Bangkok Hospital Headquarter set up an environmentally friendly community park for relaxation, walking, running and exercise. The goals were to add value to the surrounding communities and raise awareness of self-care, resulting in less sickness and better life quality. Moreover, BDMS established a trash bank where the employees and surrounding communities collaborated in recycling. The initiative was determined to build a better environment with less plastic trash, create value from waste recycling and raise awareness of environmental care among the locals.

### BDMS Corporate Social Responsibility Initiative Guidelines



#### Sharing Hands

Encourage donations to support healthcare accessibility for the underprivileged community and society.



#### Caring Heart

Communicate preventive healthcare knowledge for the community and society, while providing first aid and basic life support training.



#### Collaborating Health

Collaborate with the stakeholders to enhance healthcare accessibility for the community and society through corporate products or services.

### Sharing Hands – Donation and Supporting for Healthcare Accessibility

BDMS launches an initiative for donation and supporting healthcare accessibility for the underprivileged in the community and society by supplying medical equipment and health checkups to improve their safety and well-being. The examples of “Sharing Hands” initiatives in 2022 are listed as follows:

### Sanjorn Project - Health Checkup for Underprivileged Children

BDMS and Vejdusit Foundation, under the Royal Patronage of H.R.H. Princess Galyani Vadhana Krom Luang Naradhiwas Rajanagarindra, launched the Sanjorn Project to foster health checkups and accessibility for the vulnerable children living in the 4 daycare centers under the Royal Patronage of H.R.H. Princess Galyani Vadhana Krom Luang Naradhiwas Rajanagarindra and Thanyaporn Home for Girls in Pathum Thani.

The health checkup initiative supported 18 doctors, nurses and volunteers while supplying medicine, medical supplies and lunch to underprivileged children with health and development issues. The initiative aimed to provide annual health checkups and proper first aid training to improve the well-being of the children. BDMS expected that the checkups can help decrease the sickness rate in children. After receiving diagnosis, the treatment must be communicated to the responsible teachers, who can pass the information to the guardians.







Moreover, BDMS devises to launch the initiatives for preventive healthcare referring to the data and child sickness rate in the community participating in the project.

In 2022, 51 children received standard health checkups from doctors and specialists to determine their health conditions. In addition, they received influenza vaccines to enhance their immune system, preventing diseases in the community. Not only does the initiative encourage the doctors, nurses and volunteers to be proud of helping out society, but it also constantly develops a positive perception toward the organization.



## Donation of Medicine, Medical Supply and Drinking Water to Support Healthcare and Safety in Society

Bangkok Hospital Chantaburi launched the Walk Run Bike to the Shining Moon 2022 to encourage exercise. The revenue from the initiative was spent on medical supplies for Phrapokklao Hospital Mueang 1 and 2 to ensure an opportunity to gain access to standard healthcare in the government sectors. Thanks to the initiative, Bangkok Hospital Chantaburi delivered 1,200 bottled water to 1,000 participants, costing 550,500 Baht.



## Samitivej New Life Fund

In 2010, Samitivej Sukhumvit Hospital and Samitivej Srinakarin Hospital established a long-term initiative named Samitivej New Life Fund Under the Royal Patronage of His Majesty the King. The intention is to provide treatment for underprivileged children for better health, as they are the nation's future.

For the 12th year of Samitivej New Life Fund, the revenue from selling the Celeb Bottle designed by celebrities was used to fund surgery for children born with heart defects, stem cells and surgery for children with scoliosis. Since its foundation, Samitivej New Life Fund has helped over 200 children to start a new life.

## Blood Donation Campaign

BDMS hospitals and subsidiaries understand the importance of blood donation in saving lives and ensuring adequate supply of blood in the blood bank for patients undergone treatment in the hospitals, particularly those suffering from accidents or surgery. The examples of blood donation campaigns are as follows:

Bangkok Hospital Headquarters, in collaboration with the Thai Red Cross Society, initiated the “Anyone Can Be a Superhero: Donate Blood & Save Lives” campaign for blood donation at the Bangkok Hospital Headquarters. In 2022, 4 blood donation campaigns were organized, collecting 605 CC of blood from 721 participants, adequate for the needs of the hospital and the blood bank. The campaign will resume in the following years to ensure readiness and sufficient blood for further use in the area.



Bangkok Hospital Chantaburi, together with the Thai Red Cross Society Chantaburi and Blood Bank of Phrapokklao Hospital Chantaburi, launched a blood donation campaign every 3 months consecutively from 2016-2022. In 2022, 4 blood donation campaigns were arranged, collecting 180,000 CC of blood from 400 participants to help other patients in need.



Realizing the blood shortage in the city, Bangkok Hospital Khon Kaen and the 6<sup>th</sup> National Blood Center of Thai Red Cross Society initiated a campaign “1 donation saves 3 lives” for the employees, relatives and customers to participate in helping patients through blood donations.

The activities have been organized for 7 consecutive years (2016-2022), collecting 852 blood units.

25 November 2021

# DONATE BLOOD

AT BANGKOK HOSPITAL KHONKAEN

ร่วมรับบริจาคโลหิต

ท่านสริพร จิตตฤฎา นายแพทย์ชำนาญการ ประจำศูนย์ ไข้เลือดออก โรงพยาบาลสุรินทร์ ได้ร่วมใจกับบุคลากร เจ้าหน้าที่ และพนักงานของ N Health ใจร่วมบริจาคโลหิตในครั้งนี้ด้วย

**Be Hero**



### Police Booth for Road Safety

The traffic police are responsible for maintaining traffic order and safety. Royal Angkor International Hospital participates by providing police booths to support road safety. As a result, the hospital supplies 10 police booths while renovating a total of 6 existing and defective police booths to be ready for usage.

### Caring Heart – Preventive Healthcare Knowledge for Better Life Quality

BDMS organizes initiatives educating preventive healthcare to the communities surrounding the hospital. The objectives are to enhance the locals' knowledge and skills in self-care, promote good health and lessen health hazards from accidents or chronic diseases. In addition, the sessions support the fundamental structure or vaccination for good health and life quality in the long term. The examples of "Caring Heart" initiatives in 2022 are listed as follows:



### BDMS CPR training

Accidents and serious incidents are unpredictable, Particularly serious illnesses and emergencies that may occur to the family, relatives and any body, including ourselves without prior warning. Consequently CPR training deems necessary to save those experiencing cardiac arrest or unconsciousness. To save lives, the rescuers must have the knowledge and skills to lessen the risks during the crisis.

Throughout 50 years of business operations, BDMS employees have witnessed many incidents and realized the importance of assisting patients during the crisis. BDMS believes anybody can save other lives even though they aren't medical personnel. Nevertheless, proper knowledge, training and confidence are required before real-life practice. As a result, BDMS organized the CPR training to communicate the life support and build the self-confidence of the participants who passed the training and practice sessions under the international principles led by the specialist speakers.



Referring to BDMS CPR training performance, BDMS hospital subsidiaries organized over 800 first aid and CPR training to enhance life support safety and efficiency. The participants were from educational institutions, communities, as well as public and private sectors. The



number of participants was 44,000, exceeding the target of trained people in CPR training in Thailand at 5,000 people. From the training in 2022, 1 participant used the knowledge from the training session to perform safe Cardiopulmonary Resuscitation (CPR) on the nephew who was unconscious at their residence.



BDMS CPR Training Performance in 2022

<b>804</b>	<b>Over 44,000 Participants</b>	<b>1 Person</b>
Training sessions with educational institutions, communities and public and private organizations.	Joined the CPR training and workshop.	was rescued by the participant attending the CPR training and sent to the hospital for treatment on time and safely.

Health Literacy Initiative

Since 2020, BDMS, together with the National Housing Authority, launched the health literacy initiative to comply with the corporate mission of health knowledge sharing for the sustainable well-being of the community. As a result, BDMS fosters health literacy and preventive healthcare for better life quality and enhances efficiency in self-care while passing on the knowledge to the surrounding people, family, community and society, according to the National Strategy (2017-2037). In 2022, the National Housing Authority reported increasing numbers of employees suffering from Office Syndrome.

Consequently, BDMS organized an online training for the employees under the topic of “Office Syndrome Prevention” to educate, ensure understanding and inform the preventive care and cure for Office Syndrome. The session also included a workshop demonstrating how to stretch the muscle after work by the BDMS doctor, nurse and physical therapist.



**119 Participants**

Joined the initiatives.

**100%**

of the participants understand healthcare literacy and learn how to manage and prevent Office Syndrome.

**100%**

of participants agree that the initiative is useful and will apply the self-care techniques and pass on the knowledge to the surrounding people. In addition, they encourage organizing the training continuously.

Moreover, BDMS organized workshops to foster health literacy under the topic of “Elderly Day Care” for Village Health Volunteer (VHV) and staff working at the Elderly Day Care Uea Athorn Rattanathibet Project, a large volunteer group helping improve the health of the elderly in the National Housing Authority. The intention was to pass on the knowledge for proper and safe elderly healthcare through lectures and practice with the actual rehabilitation equipment.

**50 Participants**

Participated in the initiative.

**100%**

Of participants joined the practice sessions on how to properly and safely position elderly patients.

**100%**

of participants agree that the initiative is useful and will adopt the knowledge to real-life practice and encourage organizing the training continuously.

## Vaccination Campaign

In the past, Thailand encountered outbreaks of infectious diseases, resulting in numerous patients and deaths. In addition to boosting the immune system and reducing new cases, the vaccination can lessen the disease severity, death rates and long-term hospitalizations. BDMS is aware of the importance of herd immunity. As a result, arranges vaccination initiatives as follows:

Bangkok Hospital Headquarter launched COVID-19 vaccination for the locals, employee relatives, neighbors and students to reduce the outbreak rate in the community and society. According to the vaccination performance, 11,277 adults received the vaccination, while a total supply of 10,271 doses was for children below 12 years old and 1,006 doses for children between 5-11 years old.

Samitivej Chinatown Hospital is located in the Samphanthawong district, an economic community with a high population and tourist rate. Due to such high population density, the community was at an increased risk of COVID-19 outbreak. Consequently, the hospital arranged a campaign named “Safety Community



Together” to ensure their access to COVID-19 vaccination. According to the vaccination performance, Samitivej Chinatown Hospital provided COVID-19 vaccination for the locals and monks in Wat Leng Noei Yi, Wat Traimit, Na Daroon School, Traimit Wittayalai School, Yaowarat community, Sampheng community, Talat Noi community, Samphanthawong District Office, Phlapphla Chai Metropolitan Police Station and volunteers. There were 45,867 participants in 2021-2022.



Samitivej Children's Hospital collaborated in immune system enhancement with a COVID-19 vaccination campaign for students aged 5-18 years old with chronic diseases located at schools surrounding the hospitals.

As for the performance, the hospitals supplied the vaccination to 10,681 students of age 5-18 years old.

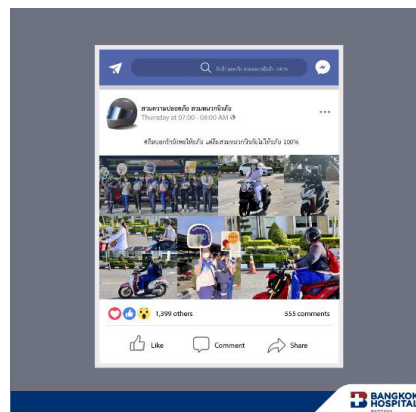
To support healthcare accessibility and boosting the immune system of the underprivileged children, Phyathai Nawamin Hospital launched an influenza vaccination campaign for children and youths residing at the construction sites.

As for the vaccination performance, 18 children and youths aged 1-15 years old at the construction sites and labor camps of the Sansiri house project at Soi Srinakarin 11 were vaccinated.

## Road Safety and Helmet

Referring to the Disability-Adjusted Life Year (DALY), road accidents contribute to one of the top 3 reasons for sickness and premature mortality in Thai population aged 15-29 years old. The number one cause of death is a severe head injury from motorcycle accidents. As a consequence, wearing safety helmets can help prevent and lessen the risk of head injury during accidents. Nevertheless, according to the statistics, only 50% of the Thai population wears helmets.

Bangkok Hospital Pattaya launched a “Road Safety and Helmet” campaign to encourage and raise awareness of road safety culture in the community. The campaign aims to reduce the accident rates and severe head injury to zero while ensuring that 100% of target groups wear safety helmets.





## Road Safety and Helmet Performance in 2022

**144 participants**

Joined the initiatives including doctors, dentists, contract employees and staff at Bangkok Hospital Pattaya.

**88%**

Of the participants properly wear the safety helmets, while the other 22% are under follow-up and promoting to join future campaigns.

**16 Hours**

of group discussion to encourage road safety culture.

**Checkpoints To Lessen and Prevent Accidents during Songkran**

Thailand's roads are particularly more dangerous during the Songkran festival. To ensure the welfare and safety of the drivers, Sri Rayong Hospital teamed up with Choengnoen Sub-district Municipality to sign an agreement on establishing checkpoints to lessen and prevent accidents. Moreover, the hospital acts as a collaborative center regarding health and safety campaigns while traveling during the water festival.

**Collaborating Health – for the Community and Society**

BDMS subsidiary hospitals initiate social activities together with the stakeholders to improve the good health of the community and society while driving organizational growth. The examples of “Collaborating Health” initiatives are as follows:

**Donation Initiative – Underprivileged Breast Cancer Health Checkup**

Bangkok Hospital Hat Yai emphasizes medical knowledge and expertise sharing, including other resources for the public interest. Not only does the initiative enhance the community's efficiency in sustainable healthcare and well-being, but it also encourages the employee to be proud and contribute to society.

As a consequence, Bangkok Hospital Hat Yai and the patient care department at the Breast Care, Obstetric Clinic and Women's Health Center launched female health checkup packages located at Bangkok Hospital Hat Yai. For every checkup, the hospital will support 100 Baht as a donation to the Yen Sira Foundation in Songklanagarind Hospital, where underprivileged cancer patients are under treatment. In addition, a part of the donation is shared for the future cancer screening test for disadvantaged female patients.



In 2022, the health checkup initiative launched 2 campaigns for 205 females to undergo the cancer screening test, generating 472,400 Baht in revenue and including the donation of 20,516 Baht for acquiring medicines, medical supplies and medical food for female cancer patients at Yen Sira Foundation in Songklanagarind Hospital. According to Bangkok Hospital Hat Yai's performance in 2018-2022, 12,695 female members joined the campaign of 6-session health checkups, selling over 700 checkup programs and generating more than 2.23 million Baht. Following the goal, the hospital collected donations of 60,000 Baht for underprivileged cancer patients.

## Heart Filling Donation

BDMS and Vejdusit Foundation held the “Heart Filling Donation” to encourage employees and customers to donate for the underprivileged to gain access to quality healthcare. The initiative raised donations from the inpatients and outpatients completing their treatment and paying for the medical fees following specific criteria during a certain period. Next, the payment fee per receipt was reduced to equal to BDMS’s years of operation and donated to the underprivileged for health care accessibility.

In 2022, the initiative was expanded from Bangkok Hospital Headquarter to 23 BDMS hospital network generating 33.5 million Baht to society. Apart from helping society, “Heart Filling Donation” develops a positive perspective towards the organization while fostering collaboration among the communities and the stakeholders, particularly the customers, to help the disadvantaged reach quality healthcare accessibility via Vejdusit Foundation. The examples of the initiatives are as follows:

### Green Health Care & Share

BDMS and Vejdusit Foundation arranged “Green Health Care & Share” to help coordinate the donors with vulnerable children, patients, the elderly and people with disabilities inaccessible to medical supplies throughout Thailand to gain access to medical equipment such as oxygen concentrators, suction, wheelchair, inflatable mattress, hospital bed and second-handed medical equipment in good and ready-to-use conditions.



For the past decade, Vejdusit Foundation organized “Green Health Care & Share,” delivering a total of 3,482 pieces of medical equipment to 863 receivers.

### Green Health @ School

“Green Health @ School” is an initiative by BDMS and Vejdusit Foundation to enhance child and youth development, including physical and mental health care, as well as displaying proper emotions and enhancing socialization. The initiative raised funds to renovate the decadent medical room, playground and building located at underprivileged remote schools in Thailand to be clean and in a safe state. The initiative fostered the development of the children and youths by providing medical cabinets, medicines, necessary medical supplies and quality first aid equipment. Apart from the donations, the children were trained on healthcare, educated on household medicine instructions and childcare during sickness, first aid and how to wash hands properly, etc. The objective was to foster sustainable health and well-being of the young.



Performance in 2022 Vejdusit Foundation has supported the access to healthcare for Child and youths by renovate 28 decadent medical rooms and build 6 school’s playgrounds.

#### Introduction to Vejdusit Foundation



<https://www.bangkokhospital.com/content/vejdusit-foundation>

#### Details of Initiatives by Vejdusit Foundation



<https://www.bdms.co.th/th-csr/เกี่ยวกับมูลนิธิเวชดุสิต>

#### Vejdusit Foundation Facebook



<https://www.facebook.com/VejdusitFoundation/>

# Environment



## Energy and Climate Change Management

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## Circular Economy

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## Water Stewardship

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# Energy and Climate Change Management

## Opportunities and Challenges

Seeking opportunities to tackle challenges in climate change. BDMS encourages and supports all subsidiaries to reduce and constantly monitor greenhouse gas emissions as well as lessen the environmental impact on an extensive scale in line with international practices. As a result, BDMS integrates the mission into the business operations and adapts the reduction of greenhouse gas emissions from the government. Ultimately, BDMS intends to accomplish net zero emissions in 2050.

### Supporting the UN SDGs

7.2, 7.3, 11.6, 12.2, 13.1 and 13.3

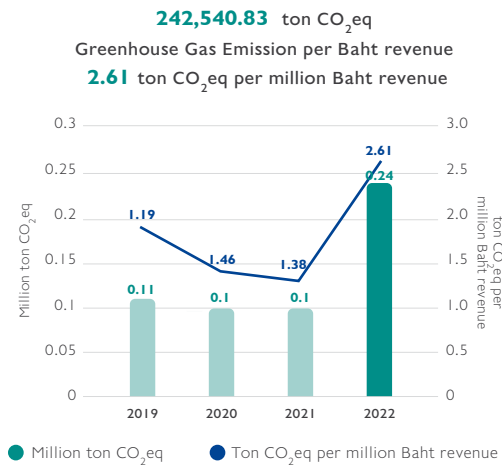
### Target and Performance

Target 2022	Performance 2022
<b>100%</b>	<b>100%</b>
Energy and GHG Emission data collect covers BDMS Network	Energy and GHG Emission data collect covers BDMS Network

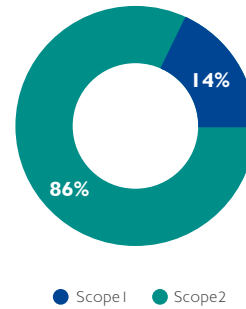


## Key Performance Dashboard

### Greenhouse Gas Emission 2022

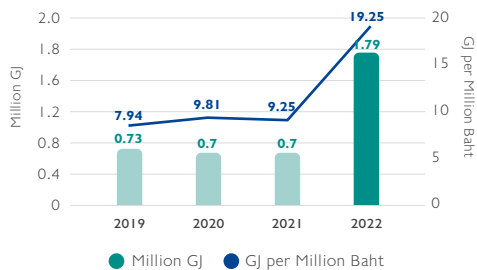


Greenhouse Gas Emission per Scope  
Scope1 **14%**  
Scope2 **86%**

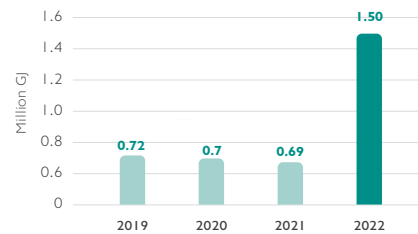


### Energy Management 2022

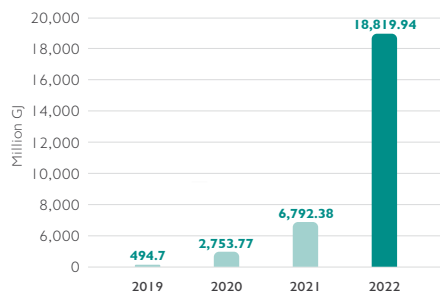
Total Energy Consumption **1.79** Million GJ  
Energy Consumption per Revenue **19.25** GJ per Million Baht



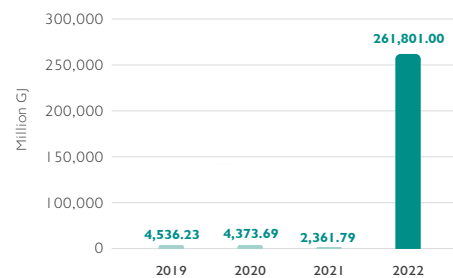
Electric Energy Consumption **1.50** Million GJ



Renewable Energy Ration **1.47%**  
Renewable Energy Consumption **18,819.94** GJ



Fuel energy Consumption **261,801.00** GJ



## Management Approach

BDMS determines to operate and develop the business in line with the sustainability principles by emphasizing environmental evaluation and management throughout all operational processes with the guidelines as follows:

# 01

Operate the businesses in compliance with the regulations and in consideration of local and global issues to ensure sustainable development.

# 02

Identify materiality, key indexes and strategies to accomplish the target.

# 03

Establish sustainable procurement with an emphasis on the selection of raw materials, products and services that least impact climate change.

# 04

Encourage efficiency in energy and natural resource consumption throughout the supply chains.

# 05

Develop or integrate technology and innovation in the business operations to ensure resource efficiency, energy conservation and low greenhouse gas emissions.

# 06

Increase the circular and low carbon energy in the organization.

# 07

Enforce procedures to promote the recycling of biodegradable plastic or green containers following the circular economy to limit climate change and waste management.

# 08

Support and collaborate with the government and education sectors, the communities and other stakeholders in tackling climate change on both national and international scales.

# 09

Communicate and raise awareness on adapting to climate change to all employees, business partners and stakeholders from time to time.

# 10

Disclose the environment management performance through the annual Sustainability Report or relevant information to the stakeholders.

## Climate-related Risk and Opportunity Assessment by TCFD

After studying and setting out the work scope for climate change management throughout the supply chains, BDMS enforces policy and targets covering energy efficiency, circular energy, waste management, reducing plastic packaging, and implementing climate-related risk and opportunity assessment. In the future, BDMS will launch the scenario analysis following the Task Force on Climate-Related Financial Disclosure (TCFD), including topics such as physical, technological, marketing policy, regulatory and corporate reputation risks.



## Climate Change Management Framework

### Potential Climate-related Risk and Financial Impact on BDMS

Climate Risk Type	Climate Drivers	Financial Impact	Time Horizon
Transition Risk	Policy and Regulations	<ul style="list-style-type: none"> <li>• Carbon pricing and tax strategy</li> <li>• Rules and regulations related to the current products and services</li> <li>• Information disclosure for litigation</li> <li>• Strict compliance with the government to reduce greenhouse gas (GHG)</li> <li>• Expenses related to the increasing non-circular energy consumption</li> </ul>	Medium Term
	Technology	<ul style="list-style-type: none"> <li>• Additional expenses resulting from climate change regulations</li> <li>• Additional expenses from high carbon footprint activities, such as the cost increase to comply with regulations and insurance premium</li> <li>• Early impaired assets and asset retirement due to policy change</li> <li>• Cost increase contrary to the demand decrease for products and services due to the fine and verdict</li> <li>• Threat to the business license that generates a high carbon footprint</li> <li>• Concerns about new debts</li> </ul>	
		<ul style="list-style-type: none"> <li>• Investment in unsuccessful technology</li> <li>• Cost of shifting to low-carbon technology</li> <li>• New technologies that obstruct the business operations</li> </ul>	Medium Term
		<ul style="list-style-type: none"> <li>• Cost increase in a new technology development that generates lower pollution and is in line with the circular energy</li> <li>• Income declines</li> <li>• Cost increase in energy consumption due to higher electric energy consumption</li> </ul>	
	Market	<ul style="list-style-type: none"> <li>• Changes in consumer behaviors toward low-carbon products</li> <li>• Market trend uncertainty</li> <li>• Market demands on low-carbon products and services that can save more energy but require further inspection and certification by third parties</li> <li>• Market demand decrease on high-carbon products and services</li> </ul>	Medium Term
		<ul style="list-style-type: none"> <li>• Market demand decrease on products and services due to changes in consumer behaviors</li> <li>• Production cost increase due to higher raw material costs (e.g. energy)</li> <li>• Income Declines</li> </ul>	
	Reputation	<ul style="list-style-type: none"> <li>• Changes in customer preference</li> <li>• Failure to respond to the needs of the stakeholders and customers</li> <li>• Increased expectations from the stakeholders regarding climate change responsibilities and awareness</li> </ul>	Short Term

Climate Risk Type	Climate Drivers	Financial Impact	Time Horizon
Physical Risk	Acute		
	<ul style="list-style-type: none"> <li>Floods, drought, cyclones, rising temperature and precipitation changes that occur more frequently and intensely</li> <li>Interruption of operation</li> </ul>	<ul style="list-style-type: none"> <li>Direct damage to the property and fundamental anomalies</li> <li>Interruption of operation</li> <li>Cost and expense increase for natural disaster prevention and recovery</li> </ul>	Short - Medium Term
	Chronic	<ul style="list-style-type: none"> <li>Raw material cost increase</li> <li>Operational cost increase</li> </ul>	
	<ul style="list-style-type: none"> <li>Rising temperature, climate fluctuation, sea level rise and air quality (e.g. PM 2.5)</li> <li>Contagious disease transmission</li> </ul>		Medium - Long Term

### Climate-related Opportunity and Financial Impact to BDMS

Climate Risk Type	Climate Drivers	Financial Impact	Time Horizon
Resource Efficiency	<ul style="list-style-type: none"> <li>Transport efficiency enhancement</li> <li>Waste reduction from circular economy policy</li> <li>Water reduction</li> <li>Resources modification and energy efficiency enhancement</li> <li>Energy-efficient building</li> </ul>	<ul style="list-style-type: none"> <li>Operational and energy consumption cost decline</li> <li>Income increase</li> <li>Benefits to the manpower management and planning (e.g. health and safety and employee satisfaction) resulting in cost decrease</li> </ul>	Short Term
Energy Sources	<ul style="list-style-type: none"> <li>Low-carbon energy (e.g. solar energy)</li> <li>Modern low-carbon technology</li> </ul>	<ul style="list-style-type: none"> <li>Operational cost decrease</li> <li>Decreasing risks on the fossil fuel price fluctuation</li> <li>Return of investment from low-carbon technology</li> </ul>	Medium Term
Product and Service	<ul style="list-style-type: none"> <li>Low-carbon product and service development</li> <li>Product and service development through research and innovation</li> <li>Changes in consumer behaviors</li> </ul>	<ul style="list-style-type: none"> <li>Income increase from high demands for low-carbon products and services</li> <li>Increased brand values</li> </ul>	Medium Term
Market	<ul style="list-style-type: none"> <li>Seeking new market opportunities</li> </ul>	<ul style="list-style-type: none"> <li>New sources of income through new markets</li> <li>Enhanced reputation and brand values</li> </ul>	Medium Term
Flexibility	<ul style="list-style-type: none"> <li>Corporate responses to changes and physical risks</li> <li>Collaboration for circular energy initiatives and energy efficiency measures</li> <li>Participation in initiatives and activities to fight or modify the climate change</li> </ul>	<ul style="list-style-type: none"> <li>Evaluation of the increasing market values</li> <li>Stronger corporate reputation</li> <li>Income increase from new products and services related to the climate adaptation</li> </ul>	Long Term

#### Term Horizons

Short Term	Medium Term	Long Term
<3 years	3-10 years	>10 years



Governance	Strategy	Risk Management	Metrics & Targets
Establish committees at both the Group and Business Group levels, to manage the company's climate-related risks and opportunities.	Outline a strategy for climate change management that aligns with our Group-level financial strategy and planning.	Apply risk and opportunity assessment results and integrate the local context of operations in each country to develop climate change management approaches.	Determine indicators and targets for assessing and managing climate-related risks and opportunities that align with the Group's financial risk management.





### Net Zero Emissions by 2050

With the challenges of achieving low carbon society and realizing the impact of greenhouse gas emissions on climate change in the economic, social and environmental aspects, BDMS conducts the business under consideration of the low carbon or with minimal impact on the climate. As a consequence, BDMS sets the emissions reduction target following the guidelines and suggestions from Science Based Targets (SBTi) of becoming net zero in line with the Paris Agreement. Its goal is to limit global warming to 1.5 degrees Celsius and shift toward net zero carbon in 2050.

Following the net zero carbon goal in 2050 per the environmental management strategy, BDMS adopts circular economy principles on energy and resources management. In addition, BDMS plans to improve energy efficiency and ensures that business activities affect the environment at the least such as in the design process, management, clean energy and high-efficiency equipment and technology.



## BDMS Guideline to Sustainability Goals

TARGET	 GHG & ENERGY	 WASTE	 WATER	 SUPPLY CHAIN	
Consolidate for significant green impact					
Environmental friendly healthcare 100% BDMS network engagement	2023	<ul style="list-style-type: none"><li>Solar roof installation</li><li>Change to LED light bulb</li><li>EV and biofuel supports</li><li>CFC cooling agents replacement</li><li>Chilling system improvement</li></ul>	<ul style="list-style-type: none"><li>Turn garbage waste to fertilizer</li><li>Recycle and upcycle plastic waste</li><li>Use green packaging</li><li>Reduce single used plastic</li></ul>	<ul style="list-style-type: none"><li>Reduce water consumption</li><li>Water reuse system installation</li><li>Circular water management with 5Rs</li></ul>	<ul style="list-style-type: none"><li>Classified suppliers and create metric for supplier impact analysis</li></ul>
	2025	<ul style="list-style-type: none"><li>Plantation for carbon credit</li><li>Low carbon communication with private sector</li><li>Redesign building for high energy performance</li></ul>	<ul style="list-style-type: none"><li>Implement waste and recycling tracking program for waste stream improvement</li><li>Ban on single used plastics</li></ul>	<ul style="list-style-type: none"><li>5% reduction of water use intensity</li></ul>	<ul style="list-style-type: none"><li>Green critical suppliers</li></ul>
Develop coalition for net zero target					
CARBON NEUTRALITY	2030	<ul style="list-style-type: none"><li>Renewable energy consumption for operation</li><li>Green building practice</li><li>Consider low carbon procedures in medical operation</li></ul>	<ul style="list-style-type: none"><li>Recycle non -hazardous plastic in medical operation</li></ul>	<ul style="list-style-type: none"><li>10% reduction of water use intensity</li></ul>	<ul style="list-style-type: none"><li>Green ter 1 suppliers</li></ul>
NET ZERO	2050	<ul style="list-style-type: none"><li>Carbon fund &amp; financing for sustainable projects</li><li>100% Net zero</li></ul>	<ul style="list-style-type: none"><li>Recycle and reuse 50% of non hazardous waste</li></ul>	<ul style="list-style-type: none"><li>More than 10% reduction of water use intensity</li></ul>	<ul style="list-style-type: none"><li>Green non tier 1 suppliers</li></ul>

## BDMS Green Hospital

As a role model in sustainable hospital management, BDMS initiates BDMS Green Hospital with the determination to reach net zero emissions by 2050. To evaluate the environmental practice in the hospitals and subsidiaries, BDMS ensures completeness of the environmental management process according to BDMS Earth Healthcare Policy, environment sustainability development strategy and work scope. Other factors include general environmental management guidelines for healthcare services with excellent standards and practices per international standards. In addition, BDMS implements the rating system called Leadership in Energy & Environmental Design (LEED) to ensure that the hospitals are certified in the future. As for the hospitals and companies that have already been evaluated, the reevaluation will take place bi-annually. The pilot project is adopted in 2 hospitals - Bangkok Hospital Hua Hin and Bangkok Hospital Chiang Mai.







## Solar Roof Top Installation for Renewable Energy

Striving to implement more renewable energy practices following the Environmental and Climate Change Management Policy, BDMS targets all businesses and its subsidiaries to 100% use of renewable energy. In 2050, the renewable energy ratio is expected to be 30% of the total energy consumption. Overall, the 18 solar rooftops were installed in 2022, generating energy of 9,189 kW while reducing the greenhouse gas emission of more than 6,220 tons CO<sub>2</sub>eq per year or saving 22 million Baht per year.

For example, Bangkok Hospital Ratchasima installed a 120 kW solar cell system, saving 175,759 kWh or 667,884.03 Baht per year using the cost of 4,815,000 Baht with an expected payback period of 7.6 years. At the same time, Samitivej Chonburi Hospital installed an 850 kW solar rooftop at the parking lots under the Power Purchase Agreement (PPA), resulting in cheaper electric energy costs or savings of 1 million Bath per year.



## Magnetic Bearing Water Cooled Chiller at Bangkok Hospital Chanthaburi

At Bangkok Hospital Chanthaburi, 2 water chillers of 175 and 200 tons have been in service for more than 10 years. After the performance testing, the average cooling efficiency considerably decreased to 0.89 kWh per ton, causing high electric consumption and maintenance fee. Consequently, the hospital replaced the old equipment with one new magnetic bearing water cooled chiller of no less than 400 tons capacity. The project cost 6,555,000 Baht in total with support from the Department of Alternative Energy Development and Efficiency (DEDE) of the Ministry of Energy of 1,311,000 Baht. The project saved 1,681,920 kWh or 2,450,610 Baht per year with an expected payback period of 2.67 years.

### Chiller System Modification at Bangkok Hospital Phuket

Chiller systems are considered significant to hospital operations and require high energy consumption. Consequently, it is necessary to efficiently manage the systems by searching for innovative measures and technology that can sustainably help maintain and increase equipment efficiency. For example, Bangkok Hospital Phuket modified the chiller systems by changing the size of the cooling water pipelines, installing VSD, swapping the ozone to slag cooling systems and adjusting the slag cleaning schedule. The modification enables the temperature control of the in and out water from the chiller's condenser of 6-10 degrees Fahrenheit and approach temperature control of not more than 3 degrees Fahrenheit. The project reduced the greenhouse gas emissions by 52,852.06 kg CO<sub>2</sub>eq per year, saving the electricity cost by 509,438.06 Baht per year and operating cost by 77,700.83 Baht per year with the cost of 2,800,000 million Baht. The expected payback period is at 4.77 years. In addition, the project received the first runner-up award at the 15<sup>th</sup> Quality Conference at Thammasat University Hospital.



### Cooling Tower Replacement at Phyathai 2 Hospital

Phyathai 2 Hospital replaced the cooling tower to ensure the proper temperature and reduce the electric energy consumption in the business operations. The project saved 178,090 kWh or 712,363.20 Baht per year using the cost of 6 million Baht.







## Circular Economy

### Opportunities and Challenges

With the limited natural resources contrary to the increasing consumption demand, BDMS realizes the importance of business operations based on the circular economy following the 5Rs principle for waste management while encouraging practices in line with the corporate culture in sustainability. Valuing resource use and waste management efficiency. BDMS sets the direction and sustainability goals in 2050 to increase the recycling of non-hazardous waste to 50% while promoting plastic container recycling and the use of biodegradable containers.

### Supporting the UN SDGs

12.3, 12.4 and 12.5

### Target and Performance

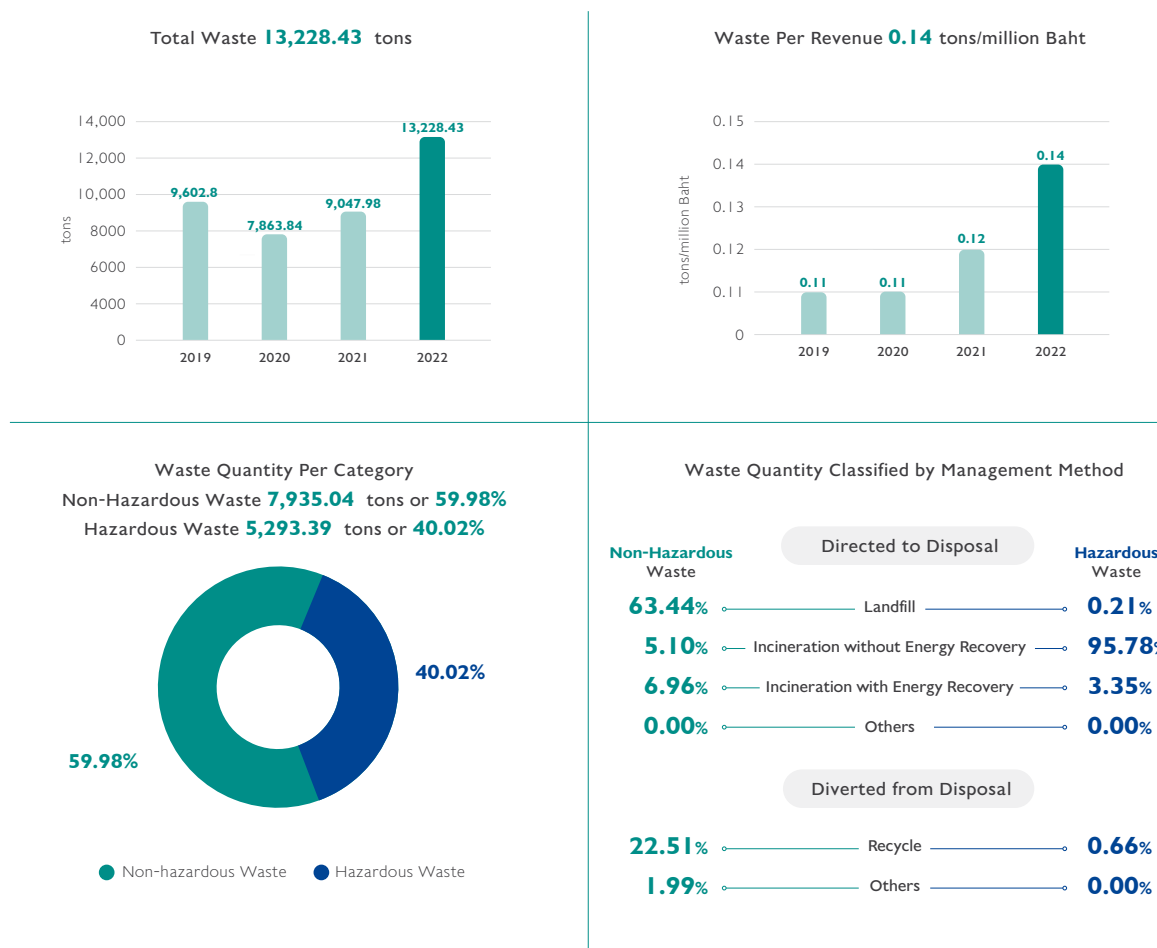
Target 2022	Performance 2022
<b>22%</b> of non-hazardous waste is utilized.	<b>22%</b> of non-hazardous waste is utilized.





## Key Performance Dashboard

### Waste Management Data



## Management Approach

BDMS values resource use efficiency while minimizing loss and emphasizing recycling throughout the supply chains under the circular economy principle. Simultaneously, BDMS raises awareness and encourages consumer behavior changes following the 5Rs principle (Reduce, Reuse, Recycle, Repair and Reject).



### Reduce

consumption, resource usage and waste.



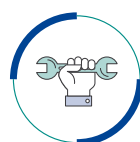
### Reuse

to extend the product life.



### Recycle

used items into new products.



### Repair

items that are reusable.



### Reject

substances or materials that are harmful to the environment and encourage less purchase and usage of products in line with the sustainable lifestyle.



### Food Waste Machine by Paolo Hospital Rangsit

The increasing number of customers visiting the hospitals contributes to an abundance of food waste from the patient ward, canteen and food trimming by the Nutrition Department. All food waste used to be disposed in trash bags and delivered to waste facilities to be transferred for further waste disposal.

Some food waste is sold to the farmer to feed pigs. However, the food waste is stored in closed plastic containers for 2 days before collection according to the farmer's pick-up schedule, causing an unhygienic process. As a result, Paolo Hospital Rangsit determines to reduce food waste and transform it into new and reusable products by adapting the local fertilizer production and developing a food waste machine, turning food waste into organic fertilizer. Thanks to the initiative, the fertilizer from food waste is used to mix with soils for plants in the hospital green space. Some are distributed to farmers in the communities surrounding the hospitals.

One food waste machine can generate 1,077 kg of fertilizer per year, reducing food waste by 6,055 kg per year. The fertilizer from the food waste contains nitrogen, phosphorus and potassium (N:P:K) with a ratio of 4:0:8:1. Moreover, the food waste machine is awarded the winning initiatives in the Earth Healthcare category and the President Award in the BDMS Award 2022.



### 5Rs of Zero Waste by Bangkok Hospital Headquarter

Poor waste management has been detrimental to the environment as a large amount of waste takes years to decompose. As a result, changing consumption behaviors by reducing waste starting today will help lessen the economic, social, and environmental cost of waste management that is gradually worsening. Consequently, Bangkok Hospital Headquarter initiates the 5Rs of Zero Waste and Waste Bank to support existing activities and implements the initiative in other hospital subsidiaries in the future.

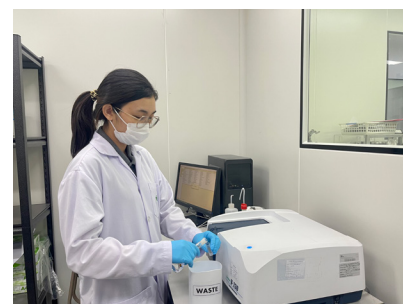
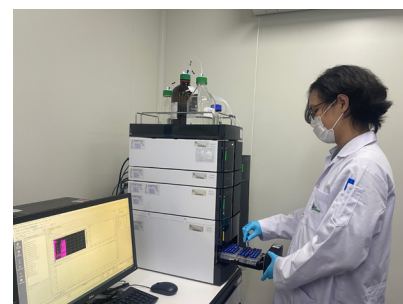
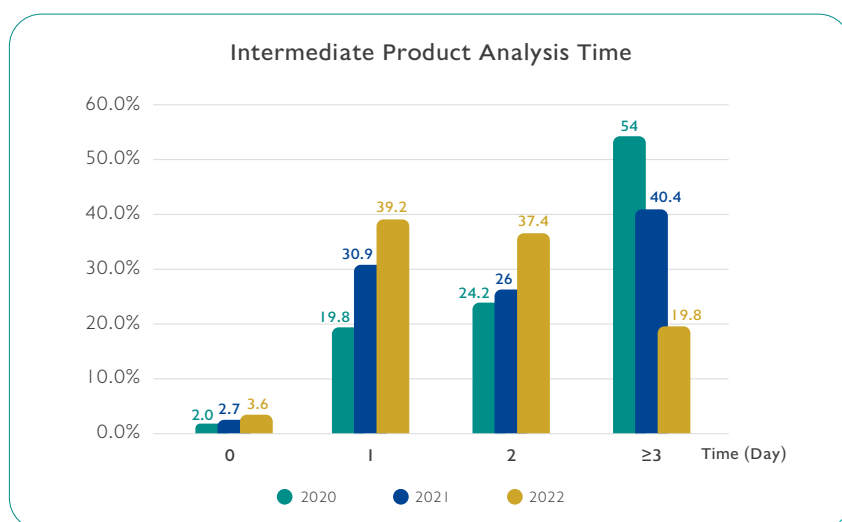


## Test and Track by Medicpharma

In drug manufacturing and quality control, the Quality Control Department must analyze the drug during the intermediate process accurately and in a timely manner according to the production and sale plan from the Production Department and Sale Department, which are considered corporate internal customers. Any issues from delay and untracked status can cause delays in the finished products.

During the intermediate process, many chemical substances are tested, generating hazardous waste and affecting the staff's health and the environment. As a result, Medicpharma launches Test and Track to create a concise and trackable process in response to customer needs and corporate policy, reducing chemical substances and hazardous waste while sustainably ensuring the safety of the staff's health and lessening the impact on the environment.

Moreover, instead of the HPLC technique, the UV technique is implemented to manufacture target drugs such as prednisolone tablets, piroxicam capsules, naproxen tablets and norfloxacin tablets. The new technique can reduce cost, lead time in analysis and waste. According to the calculation and comparison from the beginning of the initiatives, the intermediate process has had a tendency to decrease. From January to June 2022, the process is reduced to 3 days, marking a 19.8% decrease which is less than the previous years. For some, the intermediate process drops to 1 day, or 39.2% and 2 days, or 37.4%.



Test and Track initiative can save 34,220 Baht in the intermediate process and reduce hazardous substance usage and management by at least 43,100 milliliters.

## Waste DD

To establish efficient and systematic waste management in the hospitals, BDMS sells waste to recycling centers; however, some waste is rejected by the centers despite its recycling potential. As a result, BDMS adopts the 3R principle for waste management to add economic and social values by transforming unused materials into valuable and useful products in collaboration with the alliances as follows:





SCG Paper X – Recycle paper printed in black and white, paper in general and cardboard paper, excluding sensitive documents to be destroyed into pulp for A4 recycled paper to be used in the hospitals.

WON by TPBI – Recycle plastic wrap into plastic pellets for black trash bags to be used in the hospitals.

PTTCG – Recycle High-density polyethylene (HDPE) and PET bottles into plastic pellets to produce PPE for internal uses.

Waste DD pilot projects were launched in 9 hospitals, Phyathai 1 Hospital, Phyathai 2 Hospital, Phyathai 3 Hospital, Phyathai Nawamin Hospital, Paolo Hospital Chokchai 4, Paolo Hospital Phaholyothin, Paolo Hospital Rangsit, Paolo Hospital Samutprakarn and Paolo Hospital Phrapradaeng.



### Samitivej Go Green by Samitivej Sukhumvit Hospital and Samitivej Srinakarin Hospital

Samitivej Sukhumvit Hospital and Samitivej Srinakarin Hospital launch Samitivej Go Green, a long-term initiative for all departments in response to the corporate vision of becoming the leader in a green organization. The objectives are to reduce or save resources while conserving nature, leading to sustainable growth. All employees, shops and customers are bound to the social and environmental responsibilities as follows:

- 1 Replace PP water containers with Polyethylene Terephthalate or PET containers which can be recycled into fiber thread and Grade B plastics for non-consumable products by Phong Songserm Recycle Company.
- 2 Swap plastic straws for paper straws.
- 3 Install standardized water dispensers at both hospitals and encourage the customers to bring their tumblers to reduce waste.
- 4 Encourage waste sorting such as food waste, water bottles, paper and non-biodegradable waste to facilitate waste disposal and recycling. Provide waste sorting bins in 7 spots at both hospitals.
- 5 Reduce the use of paper bags to help climate change.
- 6 Offer toiletries on request to reduce waste in the inpatient ward.
- 7 Reduce plastic food covers when serving meals by replacing them with safe and disinfected containers, saving 20,000 pieces of plastic food covers per month.
- 8 View medical check-up results via the Samitivej Plus application accessible at all places and times to reduce paper.
- 9 Encourage the stores in the hospital to reduce the use of plastic bags and straws.
- 10 Launch Samitivej Wins Waste by recycling plastic bottles into PPE Isolation Gowns for medical personnel (18 bottles = 1 PPE)



In 2022, Samitivej Sukhumvit Hospital and Samitivej Srinakarin Hospital saved 1,202,597 Baht from resource conservation. The determination is to encourage the employees to take responsibility towards society and the environment by changing their lifestyles and reducing waste. Moreover, Samitivej Go Green envisions conserving resources and the environment while ensuring positive customer perspectives and saving costs from waste. Furthermore, the hospitals make an effort to generate more income by selling the products for recycling.

# Water Stewardship

## Opportunities and Challenges

Severe climate change significantly affects water resources causing floods and droughts. BDMS values the importance of water as essential for consumption, particularly clean water for business operations. As a result, BDMS is determined to improve water management throughout the supply chain by constantly developing the process, technology, innovation and fundamental structure in response to the upcoming changes and ensuring utmost efficiency in water management.

## Supporting the UN SDGs

6.3, 6.4 and 12.2

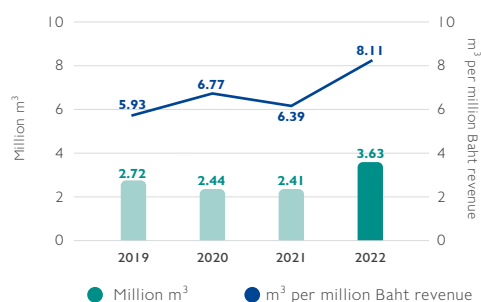
## Target and Performance

Target 2022	Performance 2022
100%	100%
Water Consumption data collect covers BDMS Network	Water Consumption data collect covers BDMS Network

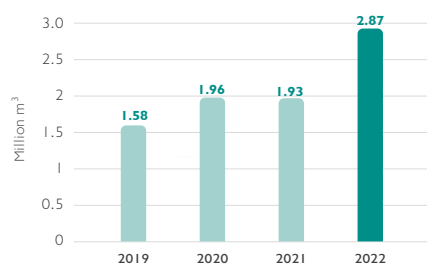


## Key Performance Dashboard

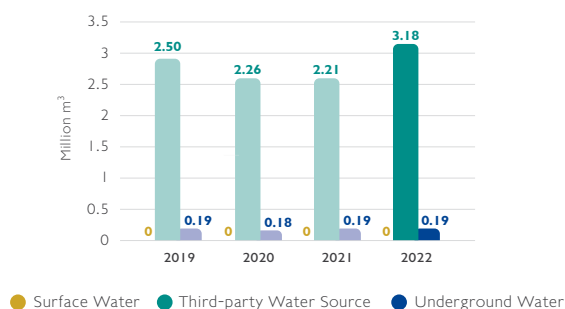
Total Water Withdrawal **3.63** million m<sup>3</sup> per year  
Water Withdrawal **8.11** m<sup>3</sup> per million Baht revenue



Water Discharge **2.87** million m<sup>3</sup>

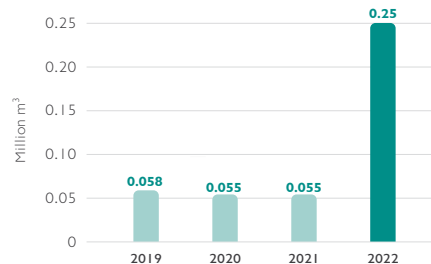


Total Water Consumption **0.75** million m<sup>3</sup>  
Total Water Withdrawal by Source

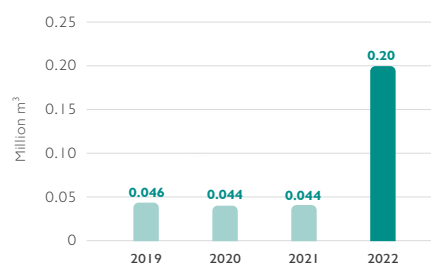


## Water Stress Area Data\*\*

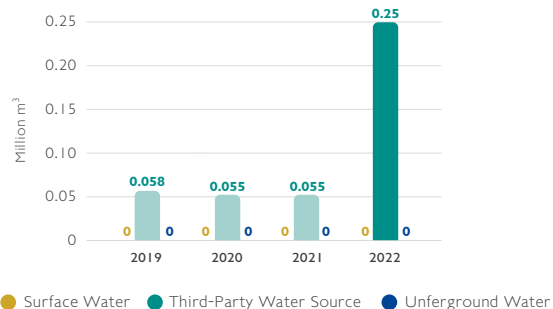
Water Withdrawal **0.25** million m<sup>3</sup>



Water Discharge **0.20** million m<sup>3</sup>



Total Water Consumption **50,654.28** m<sup>3</sup>  
Total Water Withdrawal by Source



\*\* Departments located in the high and extremely high baseline water stress using Aqeduct Water Risk Atlas.



## Management Approach



BDMS enforces water resource management following the Environmental Policy of BDMS Earth Healthcare to achieve the strategic target covering risk assessment in water scarcity. The objective is to devise a water resource management plan at the corporate level with key partners.



## Risk Assessment in Integrated Water Resources Management for Water Planning throughout the Supply Chain

BDMS applies the risk assessment in water resources management in all business sectors by performing an evaluation concerning several risk factors, such as water consumption in each sector and baseline water stress, using the internationally certified Aqueduct Water Risk Atlas of the World Resources Institute (WRI). The results are thereafter categorized into 3 levels for further water management plans.

### Water Risk Assessment Framework

Baseline Water Stress	Water Withdrawal	Water Risk
 <b>Low - Medium</b>	Low - Medium Volume	<b>Low Risk</b>
	High Volume	<b>Medium Risk</b>
 <b>High - Extremely High</b>	Low Volume	<b>Low Risk</b>
	Medium Volume	<b>Medium Risk</b>
	High Volume	<b>High Risk</b>

### Water Management Plan

#### Low Risk

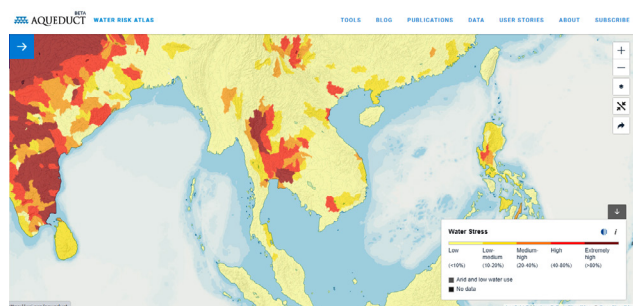
- Regularly monitor water withdrawals through reporting systems

#### Medium Risk

- Improve water use efficiency using the “5Rs” principle
- Regularly monitor water withdrawals through reporting systems

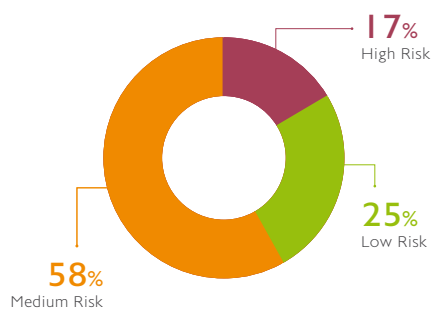
#### High Risk

- Improve water use efficiency using the “5Rs” principle
- Regularly monitor water withdrawals through reporting systems
- Assess local-level risks using the “Local Water Tool”
- Assess water risks for key suppliers



According to the risk assessment, 17% of the BDMS subsidiaries are located in high-water scarcity areas.

### BDMS Subsidiaries by Water Risk Level



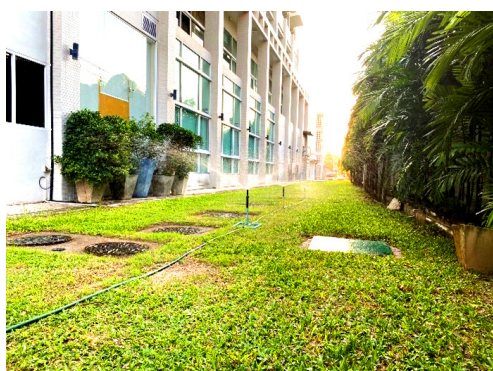
## Water Recycling Initiative

Due to a decrease in clean water supply, BDMS hospital subsidiaries attempt to use recycled wastewater in the process non-related to the patient and customer services instead of importing third-party water sources.

In hospitals, most wastewater is from patient treatment, such as showering and cleaning medical equipment. Without proper wastewater management and water treatment, the water discharge to the public can affect the water quality and the environment. As a result, Bangkok Hospital Hua Hin and Bangkok Hospital Chiangmai set out a wastewater treatment initiative and recycle the wastewater to water the plants in the hospital areas to decrease third-party water import. The performance details are as follows:

In addition to the existing system, Bangkok Hospital Hua Hin extended the water pipe from the recycled water to water the plants at the rear of the hospitals and the staff accommodations. The water pipes and pumps installation costs 8,180 Baht, resulting in a water reduction of 2,028.24 m<sup>3</sup> per year or a saving of 30,423.60 Baht per year.

Bangkok Hospital Chiangmai installed a water pump system, water pipes and meters to use the water after treatment for the plants around the hospital areas. The water used for plants is monitored and recorded by the service engineers. In addition, the team monitors the effect on the trees and plants after watering with recycled water and evaluates the water quality from the water treatment according to the standards. The water pipe and pump installation costs 267,000 Baht, resulting in a water reduction of 2,880 m<sup>3</sup> per year or a saving of 86,400 Baht per year.



# Appendix



BDMS Reporting Boundary 2022



Sustainability Performance Data  
2019-2022



GRI Content Index



Assurance Statement 2022

## BDMS Reporting Boundary 2022

No.	Hospital / Company	Economic	Environment				Human Capital	Occupational Health
			GHG	Energy	Water	Waste		
Bangkok Hospital Group								
1	Bangkok Hospital	●	●	●	●	●	●	●
2	Bangkok Hospital Hua Hin	●	●	●	●	●	●	●
3	Bangkok Hospital Sanamchan	●	●	●	●	●	●	●
4	Bangkok Hospital Muangrat	●	●	●	●	●	●	●
5	Bangkok Hospital Phetchaburi	●	●	●	●	●	●	●
6	Bangkok Hospital Pattaya	●	●	●	●	●	●	●
7	Bangkok Hospital Rayong	●	●	●	●	●	●	●
8	Bangkok Hospital Chanthaburi	●	●	●	●	●	●	●
9	Bangkok Hospital Trat	●	●	●	●	●	●	●
10	Koh Chang International Hospital	●	●	●	●	NR	●	NR
11	Bangkok Hospital Chiang Mai	●	●	●	●	●	●	●
12	Bangkok Hospital Ratchasima	●	●	●	●	●	●	●
13	Bangkok Hospital Pak Chong	●	●	●	●	●	●	●
14	Bangkok Hospital Udon	●	●	●	●	●	●	●
15	Bangkok Hospital Phitsanulok	●	●	●	●	●	●	●
16	Bangkok Hospital Khon Kaen	●	●	●	●	●	●	●
17	Bangkok Hospital Phuket	●	●	●	●	●	●	●
18	Bangkok Hospital Hat Yai	●	●	●	●	●	●	●
19	Bangkok Hospital Samui	●	●	●	●	●	●	●
20	Bangkok Hospital Surat	●	●	●	●	●	●	●
21	Bangkok Hospital Chiang Rai	●	●	●	●	●	●	●
22	Bangkok Hospital Siriroj	●	●	●	●	●	●	●
23	Koh Phangan International Hospital	●	NR	NR	NR	NR	●	NR
Samitivej Group								
24	Samitivej Sukhumvit Hospital	●	●	●	●	●	●	●
25	Japanese Hospital by Samitivej	●	●	●	●	●	●	●
26	Samitivej Srinakarin Hospital	●	●	●	●	●	●	●
27	Samitivej Sriracha Hospital	●	●	●	●	●	●	●
28	Samitivej Thonburi Hospital	●	●	●	●	●	●	●
29	Samitivej Chonburi Hospital	●	●	●	●	●	●	●
30	Samitivej Chinatown Hospital	●	●	●	●	●	●	●
BNH Hospital								
31	BNH Hospital	●	●	●	●	●	●	●
Royal Hospital Group								
32	Royal Angkor International	●	●	●	●	●	●	●
33	Royal Phnom Penh Hospital	●	●	●	●	●	●	●
Phyathai Hospital Group								
34	Phyathai 1 Hospital	●	●	●	●	●	●	●
35	Phyathai 2 Hospital	●	●	●	●	●	●	●
36	Phyathai 3 Hospital	●	●	●	●	●	●	●
37	Phyathai Sriracha Hospital	●	●	●	●	●	●	●
38	Phyathai Nawamin Hospital	●	●	●	●	●	●	●
39	Phayathai Bang Phra Hospital	●	NR	NR	NR	NR	●	NR
Paolo Hospital Group								
40	Paolo Hospital Phaholyothin	●	●	●	●	●	●	●
41	Paolo Hospital Rangsit	●	●	●	●	●	●	●
42	Paolo Hospital Kaset	●	●	●	●	●	●	●



No.	Hospital / Company	Economic	Environment				Human Capital	Occupational Health
			GHG	Energy	Water	Waste		
43	Paolo Hospital Samut Prakan	●	●	●	●	●	●	●
44	Paolo Hospital Chokchai 4	●	●	●	●	●	●	●
45	Paolo Hospital Phrapradaeng	●	●	●	●	●	●	●
Community Hospital								
46	Sri Rayong Hospital	●	●	●	●	●	●	●
47	Thepakorn Hospital	●	●	●	●	●	NR	●
48	Dibuk Hospital	●	●	●	●	●	●	●
49	Jomtien Hospital	●	●	●	●	●	●	●
Business Related to Medical Services								
50	BDMS Wellness Clinic	●	●	●	●	●	●	●
51	A.N.B. Laboratories	●	●	●	●	●	●	●
52	The Medicpharma	●	●	●	●	●	●	●
53	Save Drug Center	●	●	●	●	●	●	●
54	National Healthcare Systems	●	●	●	●	●	●	●
55	N Health Pathology	●					●	
56	N Health (Cambodia) Pte. (Cambodia)	●					●	
57	N Health Myanmar (Myanmar)	●					NR	
58	Bio Molecular Laboratories (Thailand)	●					●	●
59	First Health Food	●					●	
% Compared to business operations		100.00	100.00	100.00	100.00	100.00	100.00	100.00

## Remark

NR = Non Relevance (The data is not relevant or has no significance to the overall performance of BDMS or is not included this year)

Office/Investment/Sales/Service where the collection of environmental, safety and occupational illness data is not necessary

No. 23 and 39 started operating in 2022.

No. 47 and 57 are in the process of human resources.





## Sustainability Performance Data

### Economic Performance\*

GRI Standard	Performance	Unit	2019	2020	2021	2022
201-1	Total Revenues	Million Baht	91,402.14	71,491.58	75,718.54	92,975.75
	Total Operating Income	Million Baht	83,773.84	69,057.16	75,713.96	92,968.65
	Total Assets	Million Baht	133,661.70	136,050.30	128,453.60	141,542.86
	Total Liabilities	Million Baht	46,480.11	44,587.55	40,688.69	47,830.07
	Total Equity	Million Baht	87,181.62	91,462.70	87,764.93	93,712.79
	Total Operating Expense	Million Baht	71,723.29	60,532.08	64,490.58	75,983.95
201-1	Total Employee Related Expenses - Salaries & Benefits	Million Baht	20,704.04	16,896.24	18,173.19	21,106.72
201-1	Taxes to government and local government authorities such as income tax, local maintenance tax, property tax and other specific taxes	Million Baht	3,873.46	2,751.38	2,103.37	3,227.15

\*See further details of BDMS performance in BDMS Annual Report 2022

### Social Performance

#### Employee Statistics Non-clinical and Clinical Staff (excluding doctors)

GRI Standard	Performance	Unit	2019		2020		2021		2022	
			Male	Female	Male	Female	Male	Female	Male	Female
2-7	Employees by Employment Contract									
	Total Full-Time Employees	Person	33,306		31,107		31,217		33,415	
			5,790	27,516	5,424	25,683	5,360	25,857	5,763	27,652
		%	17.38	82.62	17.44	82.56	17.17	82.83	17.25	82.75
	Thailand	Person	32,977		30,801		30,849		33,031	
			5,687	27,290	5,327	25,474	5,226	25,623	5,620	27,411
	Cambodia	Person	329		306		368		384	
			103	226	97	209	134	234	143	241
	Total Part-Time Employees	Person	6,896		5,237		5,663		7,080	
			1,403	5,493	1,262	3,975	1,266	4,397	1,568	5,512
		%	20.35	79.65	24.10	75.90	22.36	77.64	22.15	77.85
	Thailand	Person	6,857		5,167		5,592		7,005	
			1,385	5,472	1,236	3,931	1,237	4,355	1,538	5,467
	Cambodia	Person	39		70		71		75	
			18	21	26	44	29	42	30	45
405-1	Diversity of Board of Directors and Employees									
	Diversity of Board of Directors									
	Board of Directors	Person	14		16		18		18	
			13	1	14	2	16	2	16	2
		% of total Board members	92.86	7.14	87.50	12.50	88.89	11.11	88.89	11.11
	Age < 30 years	Person	0		0		0		0	
			0	0	0	0	0	0	0	0
		% of total Board members	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Age 30-50 years	Person	1		1		1		1	
			1	0	1	0	1	0	1	0
		% of total Board members	7.14	0.00	6.25	0.00	5.56	0.00	5.56	0.00
	Age > 50 years	Person	13		15		17		17	
			12	1	13	2	15	2	15	2
		% of total Board members	92.86	7.14	93.75	6.25	94.44	5.56	94.44	5.56
	Employee Diversity (by Position) (Excluding the President and consultants)									
	All Full-time Employees by Position	Person	33,298		31,096		30,845		33,403	
			5,782	27,516	5,415	25,681	5,339	25,506	5,754	27,649
		% of total employees	17.36	82.64	17.41	82.59	17.31	82.69	17.23	82.77
	All Employees in Management Levels	Person	1,255		1,270		1,121		1,396	
			399	856	398	872	334	787	437.00	959.00
		% of total employees of same level	31.79	68.21	31.34	68.66	29.79	70.21	31.30	68.70
	Senior Executives (no more than 2 positions below the President)	Person	16		14		16		12	
			13	3	12	2	14	2	10	2
		% of total employees of same level	81.25	18.75	85.71	14.29	87.50	12.50	83.33	16.67
	Age < 30 years	Person	0		0		0		0	
			0	0	0	0	0	0	0	0
		% of total employees of same level	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Age 30-50 years	Person	2		1		2		1	
			1	1	1	0	2	0	1	0
		% of total employees of same level	12.50	87.50	7.14	92.86	12.50	87.50	8.33	91.67

GRI Standard	Performance	Unit	2019		2020		2021		2022	
			Male	Female	Male	Female	Male	Female	Male	Female
	Age > 50 years	Person	14		13		14		11	
			12	2	11	2	12	2	9	2
		% of total employees of same level	87.50		92.86		87.50		91.67	
			75.00	12.50	78.57	14.29	75.00	12.50	75.00	16.67
	Employees above the Senior Manager Level	Person	245		237		256		283	
			127	118	121	116	118	138	145	138
		% of total employees of same level	51.84		48.95		46.09		51.24	
			51.84	48.16	51.05	48.95	46.09	53.91	51.24	48.76
	Age < 30 years	Person	0		0		0		0	
			0	0	0	0	0	0	0	0
		% of total employees of same level	0.00		0.00		0.00		0.00	
			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Age 30-50 years	Person	101		90		85		106	
			54	47	45	45	33	52	55	51
		% of total employees of same level	41.22		37.97		33.20		37.45	
			22.04	19.18	18.99	18.99	12.89	20.31	19.43	18.02
	Age > 50 years	Person	144		147		171		177	
			73	71	76	71	85	86	90	87
		% of total employees of same level	58.78		62.03		66.80		62.55	
			29.80	28.98	32.07	29.96	33.20	33.59	31.80	30.75
	Employees in the Middle Manager Level	Person	847		870		719		898	
			235	612	240	630	181	538	236	662
		% of total employees of same level	27.74		27.59		25.17		26.28	
			27.74	72.26	27.59	72.41	25.17	74.83	26.28	73.72
	Age < 30 years	Person	10		11		5		10	
			4	6	6	5	3	2	4	6
		% of total employees of same level	1.18		1.26		0.70		1.12	
			0.47	0.71	0.69	0.57	0.42	0.28	0.45	0.67
	Age 30-50 years	Person	644		653		462		630	
			186	458	188	465	119	343	178	452
		% of total employees of same level	76.03		75.06		64.25		70.15	
			21.96	54.07	21.61	53.45	16.55	47.70	19.82	50.33
	Age > 50 years	Person	193		206		252		258	
			45	148	46	160	59	193	54	204
		% of total employees of same level	22.79		23.68		35.05		28.73	
			5.31	17.47	5.29	18.39	8.21	26.84	6.01	22.72
	Employees in the Junior Manager Level	Person	147		149		129		203	
			24	123	25	124	20	109	46	157
		% of total employees of same level	16.33		16.78		15.50		22.66	
			16.33	83.67	16.78	83.22	15.50	84.50	22.66	77.34
	Age < 30 years	Person	0		1		0		4	
			0	0	0	1	0	0	0	4
		% of total employees of same level	0.00		0.67		0		1.97	
			0.00	0.00	0.00	0.67	0.00	0.00	0.00	1.97
	Age 30-50 years	Person	113		113		84		164	
			19	94	21	92	16	68	40	124
		% of total employees of same level	76.87		75.84		65.12		80.78	
			12.93	63.95	14.09	61.74	12.40	52.71	19.70	61.08
	Age > 50 years	Person	34		35		45		35	
			5	29	4	31	4	41	6	29
		% of total employees of same level	23.13		23.49		34.88		17.25	
			3.40	19.73	2.68	20.81	3.10	31.78	2.96	14.29
	All Employees in the Operational Level	Person	32,043		29,826		29,724		32,007	
			5,383	26,660	5,017	24,809	5,005	24,719	5,317	26,690
		% of total employees of same level	16.80		16.82		16.84		16.61	
			16.80	83.20	16.82	83.18	16.84	83.16	16.61	83.39
	Age < 30 years	Person	12,983		10,426		9,671		11,212	
			1,815	11,168	1,432	8,994	1,302	8,369	1,532	9,680
		% of total employees of same level	40.52		34.96		32.54		35.03	
			5.66	34.85	4.80	30.15	4.38	28.16	4.79	30.24
	Age 30-50 years	Person	17,143		17,461		17,576		18,543	
			3,110	14,033	3,150	14,311	3,159	14,417	3,291	15,252
		% of total employees of same level	53.50		58.54		59.13		57.93	
			2.71	43.78	10.56	47.98	10.63	48.50	10.28	47.65
	Age > 50 years	Person	1,917		1,939		2,477		2,252	
			458	1,459	435	1,504	544	1,933	494	1,758
		% of total employees of same level	5.98		6.50		8.33		7.04	
			1.43	4.55	1.46	5.04	1.83	6.50	1.54	5.49
	All Employees in the Manager Level Related to Healthcare (excluding doctors and senior executives)	Person	297		302		290		349	
			23	274	24	278	23	267	30	319
		% of total employees of same level	7.74		7.95		7.93		8.60	
			7.74	92.26	7.95	92.05	7.93	92.07	8.60	91.40
405-1	All Full-time Employees by Work Category	Person	33,306		31,107		30,857		33,415	
		% of total employees	5,790	27,516	5,424	25,683	5,360	25,497	5,763	27,652
			17.38	82.62	17.44	82.56	17.37	82.63	17.25	82.75

GRI Standard	Performance	Unit	2019		2020		2021		2022	
			Male	Female	Male	Female	Male	Female	Male	Female
	Clinical Staff (excluding doctors) (e.g. nurses, pharmacists, physical therapists, radiologic technologists and medical scientists)	Person	18,051		16,780		19,117		18,081	
			1,226	16,825	1,138	15,642	1,554	17,563	1,199	16,882
		% of total employee in the same function	6.79	93.21	6.78	93.22	8.13	91.87	6.63	93.37
	Age < 30 years	Person	8,259		6,625		6,928		7,168	
			577	7,682	458	6,167	550	6,378	482	6,686
		% of total employee in the same function	45.75		39.48		36.24		39.65	
			3.20	42.56	2.73	36.75	2.88	33.36	2.67	36.98
	Age 30-50 years	Person	8,964		9,281		10,760		9,880	
			582	8,382	618	8,663	881	9,879	651	9,229
		% of total employee in the same function	49.66		55.31		56.28		54.64	
			3.22	46.44	3.68	51.63	4.61	51.68	3.60	51.04
	Age > 50 years	Person	828		874		1,429		1,033	
			67	761	62	812	123	1,306	66	967
		% of total employee in the same function	4.59		5.21		7.48		5.71	
			0.37	4.22	0.37	4.84	0.64	6.83	0.37	5.35
	Employees - Support Staff	Person	15,255		14,327		11,740		15,334	
			4,564	10,691	4,286	10,041	3,806	7,934	4,564	10,770
		% of total employee in the same function	29.92		29.92		32.42		29.76	
			29.92	70.08	29.92	70.08	32.42	67.58	29.76	70.24
	Age < 30 years	Person	4,734		3,813		2,750		4,058	
			1,242	3,492	980	2,833	756	1,994	1,054	3,004
		% of total employee in the same function	31.03		26.61		23.42		26.46	
			8.14	22.89	6.84	19.77	6.44	16.98	6.87	19.59
	Age 30-50 years	Person	9,039		9,037		7,452		9,566	
			2,788	6,251	2,787	6,250	2,462	4,990	2,914	6,652
		% of total employee in the same function	59.25		63.08		63.48		62.39	
			18.28	40.98	19.45	43.62	20.97	42.50	19.00	43.38
	Age > 50 years	Person	1,482		1,477		1,538		1,710	
			534	948	519	958	588	950	596	1,114
		% of total employee in the same function	9.71		10.31		13.10		11.15	
			3.50	6.21	3.62	6.69	5.01	8.09	3.89	7.26
Diversity of employees										
	Employee in STEM related position (Excluding Doctor)	Person	14,430		12,172		13,779		14,583	
			2,575	11,855	1,500	10,672	2,443	11,336	1,520	13,063
		% of STEM employee	17.84		12.32		17.73		10.42	
			17.84	82.16	12.32	87.68	17.73	82.27	10.42	89.58
	Expatriate Employees (Excluding Doctor)	Person	331		316		197		576	
		% of total employees	0.99		1.02		0.64		1.72	
	Employees by Ethnicity (Excluding Doctor)									
	Asian									
	Total number from all level	Person	33,282		31,068		30,840		33,390	
		% of total employees	99.93		99.88		99.94		99.92	
	Total number from management level	Person	1,245		1,265		1,113		1,389	
		% of total employees	99.20		99.61		99.29		99.50	
	Black or African American									
	Total number from all level	Person	2		4		2		1	
		% of total employees	0.01		0.01		0.01		0.01	
	Total number from management level	Person	1		0		1		0.00	
		% of total employees	0.08		0.00		0.09		0.00	
	Hispanic or Latino									
	Total number from all level	Person	1		3		0		2	
		% of total employees	0.00		0.01		0.00		0.01	
	Total number from management level	Person	0		0		0		0	
		% of total employees	0.00		0.00		0.00		0.00	
	White									
	Total number from all level	Person	21		32		15		22	
		% of total employees	0.06		0.10		0.5		0.06	
	Total number from management level	Person	9		5		7		7	
		% of total employees	0.72		0.39		0.62		0.50	
	Indigenous or Native									
	Total number from all level	Person	0		0		0		0	
		% of total employees	0.00		0.00		0.00		0.00	
	Total number from management level	Person	0		0		0		0	
		% of total employees	0.00		0.00		0.00		0.00	
401-I	New Hires									
	New Hires Employee	Person	7,236		2,958		4,993		9,247	
			1,328	5,908	597	2,361	948	4,045	1,569	7,678
		% per total employee	21.73		9.51		16.18		27.68	
			3.99	17.74	1.92	7.59	3.07	13.11	4.70	22.98
	Thailand	Person	7,173		2,915		4,945		9,181	
			1,308	5,865	587	2,328	935	4,010	1,544	7,637
		% per total new employment	99.13		98.55		99.04		99.28	
			18.08	81.05	19.84	78.70	18.73	80.31	16.70	82.58

GRI Standard	Performance	Unit	2019		2020		2021		2022	
			Male	Female	Male	Female	Male	Female	Male	Female
	Age < 30 years	Person	5,088		1,807		3,465		6,519	
			784	4,304	313	1,494	555	2,910	945	5,574
		% per total new employment	70.32		61.09		69.40		70.51	
			10.83	59.48	10.58	50.51	11.12	58.28	10.22	60.28
	Age 30-50 years	Person	1,980		1,029		1,386		2,572	
			475	1,505	244	785	335	1,051	563	2009
		% per total new employment	27.36		34.79		27.76		27.81	
			6.56	20.80	8.25	26.54	6.71	21.05	6.09	21.73
	Age > 50 years	Person	105		79		94		90	
			49	56	30	49	45	49	36	54
		% per total new employment	1.45		2.67		1.88		0.97	
			0.68	0.77	1.01	1.66	0.90	0.98	0.39	0.58
	Cambodia	Person	63		43		48		66	
			20	43	10	33	13	35	25	41
		% per total new employment	0.87		1.46		0.96		0.71	
			0.28	0.59	0.34	1.12	0.26	0.70	0.27	0.44
	Age < 30 years	Person	53		29		37		41	
			17	36	7	22	10	27	12	29
		% per total new employment	0.73		0.98		0.74		0.44	
			0.23	0.50	0.24	0.74	0.20	0.54	0.13	0.31
	Age 30-50 years	Person	8		13		10		21	
			1	7	3	10	2	8	10	11
		% per total new employment	0.11		0.45		0.34		0.23	
			0.01	0.10	0.10	0.34	0.07	0.27	0.11	0.12
	Age > 50 years	Person	2		1		1		4	
			2	0	0	1	1	0	3	1
		% per total new employment	0.03		0.03		0.03		0.04	
			0.03	0.00	0.00	0.03	0.03	0.00	0.03	0.01
401-I	Turnover									
	Total employee turnover rate	Person	6,250		5,181		4,968		6,823	
			1,233	5,017	976	4,205	914	4,054	1,196	5,627
		% per total employee	18.76		16.66		16.10		20.42	
			3.96	16.11	3.13	13.50	2.96	13.14	3.58	16.84
	Thailand	Person	6,184		5,115		4,920		6,770	
			1,210	4,974	960	4,155	901	4,019	1,179	5,591
		% per total turnover employee	98.94		98.73		99.03		99.22	
			19.36	79.58	18.53	80.20	18.14	80.90	17.28	81.94
	Age < 30 years	Person	3,326		2,565		3,460		3,522	
			530	2,796	436	2,129	527	2,933	501	3,021
		% per total turnover employee	53.22		49.51		69.65		51.62	
			8.48	44.74	8.42	41.09	10.61	59.04	7.34	44.28
	Age 30-50 years	Person	2,518		2,113		1,367		2,924	
			581	1,937	399	1,714	330	1,037	586	2,338
		% per total turnover employee	40.29		40.78		27.52		42.85	
			9.30	30.99	7.70	33.08	6.64	20.87	8.59	34.27
	Age > 50 years	Person	340		437		93		324	
			99	241	125	312	44	49	92	232
		% per total turnover employee	5.44		8.43		1.87		4.75	
			1.58	3.86	2.41	6.02	0.89	0.99	1.35	3.40
	Cambodia	Person	66		66		48		53	
			23	43	16	50	13	35	17	36
		% per total turnover employee	1.06		1.27		0.97		0.78	
			0.37	0.69	0.31	0.97	0.26	0.70	0.25	0.53
	Age < 30 years	Person	36		29		37		24	
			10	26	7	22	10	27	9	15
		% per total turnover employee	0.58		0.56		0.74		0.35	
			0.16	0.42	0.14	0.42	0.20	0.54	0.13	0.22
	Age 30-50 years	Person	29		35		10		27	
			12	17	9	26	2	8	6	21
		% per total turnover employee	0.46		0.68		0.20		0.40	
			0.19	0.27	0.17	0.50	0.04	0.16	0.09	0.31
	Age > 50 years	Person	1		2		1		2	
			1	0	0	2	1	0	2	0
		% per total turnover employee	0.02		0.04		0.02		0.03	
			0.02	0.00	0.00	0.04	0.02	0.00	0.03	0.00
	Voluntary employee turnover rate	Person	4,526		3,660		4,079		5,507	
			775	3,751	599	3,061	692	3,387	923	4,584
		% per total employee	13.59		11.77		13.22		16.48	
			2.33	11.26	1.93	9.84	2.24	10.98	2.76	13.72
	Thailand	Person	4,484		3,602		4,046		5,465	
			759	3,725	586	3,016	683	3,363	909	4,556
		% per total voluntary turnover employee	99.07		98.42		99.19		99.24	
			16.77	82.30	16.01	82.40	16.74	82.45	16.51	82.73
	Age < 30 years	Person	2,568		2,077		2,238		2,979	
			370	2,198	338	1,739	356	1,882	427	2,552
		% per total voluntary turnover employee	56.74		56.75		54.87		54.10	
			8.17	48.56	9.23	47.51	8.73	46.14	7.75	46.34

GRI Standard	Performance	Unit	2019		2020		2021		2022	
			Male	Female	Male	Female	Male	Female	Male	Female
	Age 30-50 years	Person	1,844		1,462		1,750		2,411	
			375	1,469	235	1,227	316	1,434	459	1,952
		% per total voluntary turnover employee	40.74		39.95		42.90		43.78	
			8.29	32.46	6.42	33.52	7.75	35.16	8.33	35.45
	Age > 50 years	Person	72		63		58		75	
			14	58	13	50	11	47	23	52
		% per total voluntary turnover employe	1.59		1.72		1.42		1.36	
			0.31	1.28	0.36	1.37	0.27	1.15	0.42	0.94
	Cambodia	Person	42		58		33		42	
			16	26	13	45	9	24	14	28
		% per total voluntary turnover employee	0.93		1.58		0.81		0.76	
			0.35	0.57	0.36	1.23	0.22	0.59	0.25	0.51
	Age < 30 years	Person	24		27		18		22	
			8	16	6	21	6	12	9	13
		% per total voluntary turnover employee	0.53		0.74		0.44		0.40	
			0.18	0.35	0.16	0.57	0.15	0.29	0.16	0.24
	Age 30-50 years	Person	18		29		13		20	
			8	10	7	22	2	11	5	15
		% per total voluntary turnover employee	0.40		0.79		0.32		0.36	
			0.18	0.22	0.19	0.60	0.05	0.27	0.09	0.27
	Age > 50 years	Person	0		2		2		0	
			0	0	0	2	1	1	0	0
		% per total voluntary turnover employe	0.00		0.05		0.05		0.00	
			0.00	0.00	0.00	0.05	0.02	0.02	0.00	0.00
404-I	Training & Education									
	Full-time Employee Training Hour	Average training hour per person	43		31		28		35	
			36	45	30	32	25	29	35	35
	Nurse	Average training hour per person	70		43		39		48	
			72	68	47	40	50	38	48	48
	Other Healthcare Professionals (e.g. Pharmacist, physical therapists, medical equipment technicians)	Average training hour per person	55		43		36		30	
			52	59	44	41	36	36	30	30
	Support Staff	Average training hour per person	31		30		23		28	
			31	31	30	30	22	23	28	28
	Average amount spent per FTE on training and development	Bath	6,379		2,134		1,406		2,013	
	Employee Engagement									
	Employee Engagement	% Employee Engagement	75		75		82		83	
			75	75	75	75	82	82	83	83
		% target	75		75		82		83	

## Clinical Staff (only doctors)

GRI Standard	Performance	Unit	2019		2020		2021		2022	
			Male	Female	Male	Female	Male	Female	Male	Female
Doctors by Employment Contract										
2-7 2-8	Total Doctors by Type of Employment	Person	3,013		2,980		2,980		2,977	
			1,596	1,417	1,565	1,415	1,549	1,431	1,551	1,426
		%	52.97	47.03	52.52	47.48	52.52	48.02	52.10	47.90
	Thailand	Person	2,974		2,936		2,954		2,951	
			1,573	1,401	1,535	1,401	1,531	1,423	1,532	1,419
		% of total doctor	98.71		98.52		99.13		99.13	
			52.21	46.50	51.51	47.01	51.38	47.75	51.46	47.67
	Age < 30 years	Person	82		59		34		26	
			33	49	22	37	11	23	10	16
		% of total doctor	2.72		1.98		1.14		0.87	
			1.10	1.63	0.74	1.24	0.37	0.77	0.34	0.54
	Age 30-50 years	Person	2,021		1,985		1,979		1,953	
			934	1,087	902	1,083	883	1,096	872	1,081
		% of total doctor	67.08		66.61		66.41		65.60	
			31.00	36.08	30.27	36.34	29.63	36.78	29.29	36.31
	Age > 50 years	Person	863		892		941		972	
			598	265	611	281	637	304	650	322
		% of total doctor	28.64		29.93		31.58		32.65	
			19.85	8.80	20.50	9.43	21.38	10.20	21.83	10.82
	Cambodia	Person	47		44		26		26	
			31	16	30	14	18	8	19	7
		% of total doctor	1.56		1.48		0.87		0.87	
			1.03	0.53	1.01	0.47	0.60	0.27	0.64	0.24
	Age < 30 years	Person	1		0		1		2	
			0	1	0	0	1	0	2	0
		% of total doctor	0.03		0.00		0.03		0.07	
			0.00	0.03	0.00	0.00	0.03	0.00	0.07	0.00
	Age 30-50 years	Person	40		38		21		19	
			28	12	27	11	16	5	15	4
		% of total doctor	1.33		1.28		0.70		0.64	
			0.93	0.40	0.91	0.37	0.54	0.17	0.50	0.13
	Age > 50 years	Person	6		6		4		5	
			3	3	3	3	1	3	2	3
		% of total doctor	0.20		0.20		0.13		0.17	
			0.10	0.10	0.10	0.10	0.03	0.10	0.07	0.10
	Total Part-Time Doctors	Person	10,022		9,550		8,466		9,071	
			5,450	4,572	5,168	4,382	4,621	3,845	4,789	4,282
		%	54.38	45.62	54.12	45.88	48.39	40.26	52.79	47.21
			Thailand	Person	9,963		9,503		8,419	
5,401	4,562				5,132	4,371	4,581	3,838	4,746	4,275
% of total part-time doctors	99.41			99.51		99.44		99.45		
	53.89			45.52	53.74	45.77	54.11	45.33	52.32	47.13
	Age < 30 years	Person	841		703		371		381	
			377	464	325	378	175	196	197	184
		% of total part-time doctors	8.39		7.36		4.38		4.20	
			3.76	4.63	3.40	3.96	2.07	2.32	2.17	2.03
	Age 30-50 years	Person	7,444		7,096		6,324		6,907	
			3,826	3,618	3,607	3,489	3,202	3,122	3,349	3,558
		% of total part-time doctors	74.28		74.30		74.70		76.14	
			38.18	36.10	37.77	36.53	37.82	36.88	36.92	39.22
	Age > 50 years	Person	1,678		1,704		1,724		1,733	
			1,198	480	1,200	504	1,204	520	1,200	533
		% of total part-time doctors	16.74		17.84		20.36		19.10	
			11.95	4.79	12.57	5.28	14.22	6.14	13.23	5.87
	Cambodia	Person	59		47		47		50	
			49	10	36	11	40	7	43	7
		% of total part-time doctors	0.59		0.49		0.56		0.55	
			0.49	0.10	0.38	0.12	0.47	0.08	0.47	0.08
	Age < 30 years	Person	1		1		1		0	
			1	0	1	0	1	0	0	0
		% of total part-time doctors	0.01		0.01		0.01		0.00	
			0.01	0.00	0.01	0.00	0.01	0.00	0.00	0.00
	Age 30-50 years	Person	49		40		40		44	
			41	8	30	10	34	6	38	6
		% of total part-time doctors	0.49		0.42		0.47		0.49	
			0.41	0.08	0.31	0.10	0.40	0.07	0.42	0.07
	Age > 50 years	Person	9		6		6		6	
			7	2	5	1	5	1	5	1
		% of total part-time doctors	0.09		0.06		0.07		0.07	
			0.07	0.02	0.05	0.01	0.06	0.01	0.06	0.01
401-I	New Hires									
	New Hires Full-time Doctor	Person	373		252		239		256	
			184	189	116	136	115	124	136	120
		% per total Full-time Doctor	12.38		8.46		8.02		8.60	
			6.11	6.27	3.89	4.56	3.86	4.56	4.57	4.03



GRI Standard	Performance	Unit	2019		2020		2021		2022		
			Male	Female	Male	Female	Male	Female	Male	Female	
	Thailand	Person	370		246		233		254		
			184	186	112	134	111	122	134	120	
		% per total new hires full-time doctor	99.20		97.62		97.49		99.22		
			49.33	49.87	44.44	53.17	46.44	51.05	52.34	46.88	
	Cambodia	Person	3		6		6		2		
			0	3	4	2	4	2	2	0	
		% per total new hires full-time doctor	0.80		2.38		2.51		0.78		
			0.00	0.80	1.59	0.79	1.67	0.84	0.78	0.00	
	Turnover										
	Total Full-time Doctor turnover rate	Person	255		281		231		235		
			156	99	156	125	125	106	116	119	
		% per total Full-time Doctor	8.46		9.43		7.75		7.89		
			5.18	3.29	5.23	4.19	4.19	3.56	3.90	4.00	
	Thailand	Person	247		261		227		233		
			148	99	145	116	121	106	115	118	
		% per total turnover Full-time doctor	96.86		92.88		98.27		99.16		
			58.04	38.82	51.60	41.28	52.38	45.89	48.94	50.21	
	Cambodia	Person	8		20		4		2		
			8	0	11	9	4	0	1	1	
		% per total turnover Full-time doctor	3.14		7.12		1.73		0.84		
			3.14	0.00	3.91	3.20	1.73	0.00	0.42	0.42	
	Total Full-time Doctor voluntary turnover rate	Person	248		247		226		234		
			149	99	138	109	123	103	116	118	
		% per total Full-time Doctor	8.24		8.93		7.58		7.86		
			4.95	3.29	5.00	3.93	4.13	3.46	3.90	3.96	
	Thailand	Person	240		247		222		232		
			141	99	138	109	119	103	115	117	
		% per total full-time doctor voluntary turnover	94.12		87.90		96.10		98.72		
			55.30	38.82	49.11	38.79	51.52	44.59	48.94	49.79	
	Cambodia	Person	8		19		4		2		
			8	0	11	8	4	0	1	1	
		% per total full-time doctor voluntary turnover	3.14		6.76		1.73		0.84		
			3.14	0.00	3.91	2.85	1.73	0.00	0.42	0.42	
401-I	Doctor Training & Education										
	Continuing Medical Education of doctor	Average training credits per doctor per year	32		29		33		44.5		
			31	33	29	29	32	34	43.4	45.6	
		Target training credits per doctor per year	20		20		20		20		
	Doctor Engagement										
	Doctor Engagement	% Doctor Engagement	81.20		82.36		83.76		84.14		
			81.71	80.66	83.06	81.66	84.27	83.25	84.44	83.84	
		%Tareet	81.00	82.00	83.00	84.00					

## Occupational Health & Safety

GRI Standard	Performance	Unit	2019	2020	2021	2022
403-9	Work-related injuries					
403-9	Employees					
403-9	Total number of fatalities	number	0	0	0	0
403-9	Fatalities rate	number per 1,000,000 hours worked	0	0	0	0
403-9	Total number of high-consequence work-related injuries	number	0	0	0	16
403-9	High-consequence work-related Injuries Rate	number per 1,000,000 hours worked	0	0	0	0.20
403-9	Total number of recordable work-related injuries	number	478	345	296	382
403-9	Recordable work-related injuries rate	number per 1,000,000 hours worked	8.69	6.98	6.02	4.89
403-9	Contractors					
403-9	Total number of fatalities	number	0	0	0	0
403-9	Fatalities rate	number per 1,000,000 hours worked	0	0	0	0
403-9	Total number of high-consequence work-related injuries	number	0	0	0	12
403-9	High-consequence work-related Injuries Rate	number per 1,000,000 hours worked	0	0	0	0.80
403-9	Total number of recordable work-related injuries	number	54	34	43	41
403-9	Recordable work-related injuries rate	number per 1,000,000 hours worked	3.92	2.64	3.43	2.73
403-10	Work-related ill health					
403-10	Employee					
403-10	Total number of fatalities	number	0	0	0	0
403-10	Total number of cases of recordable work-related ill health	number	2	0	4	7
403-10	Contractors					
403-10	Total number of fatalities	number	0	0	0	0
403-10	Total number of cases of recordable work-related ill health	number	10	3	1	0

## Environmental Performance

GRI Standard	Performance	Unit	2019	2020	2021	2022
<b>GHG Emissions</b>						
	Total GHG emissions (Scope 1 + 2)	Tons CO <sub>2</sub> eq	109,173.75	104,150.45	104,610.25	242,540.83
305-1	Gross direct (Scope 1) GHG emissions	Tons CO <sub>2</sub> eq	9,083.30	7,717.09	8,674.20	33,688.43
305-1	Total biogenic CO <sub>2</sub> emissions	Tons CO <sub>2</sub> eq	0.00	0.00	0.00	475.15
305-2	Gross location-based energy indirect (Scope 2) GHG emissions	Tons CO <sub>2</sub> eq	100,090.45	96,433.36	95,936.05	208,852.40
305-2	Gross market-based energy indirect (Scope 2) GHG emissions*	Tons CO <sub>2</sub> eq	100,090.45	96,433.36	95,936.05	208,852.40
	GHG Emissions Intensity	Tons CO <sub>2</sub> eq per Million Bath	1.19	1.46	1.38	2.61
<b>Energy</b>						
302-1	Total energy consumption within the organization	Gigajoule	725,826.33	701,586.52	700,031.93	1,789,482.45
302-1	Total non-renewable fuel consumption	Gigajoule	4,536.23	4,373.69	2,361.79	261,801.00
302-1	Total electricity purchased for consumption	Gigajoule	720,795.40	694,459.06	690,877.75	1,501,633.56
302-1	Total renewable energy consumption	Gigajoule	494.70	2,753.77	6,792.38	26,047.88
302-3	Energy Consumption Intensity	Gigajoule per Million Bath	7.94	9.81	9.25	19.25
	Total costs of energy consumption	Million Bath	739.64	703.95	701.70	2,309.11
<b>Water</b>						
303-5	Total water consumption from all areas	m <sup>3</sup>	530,108.86	473,052.04	472,427.49	753,965.62
	Total water consumption from all areas with water stress	m <sup>3</sup>	11,578.20	11,115.80	11,108.80	50,654.28
302-3	Total water withdrawal from all areas	m <sup>3</sup>	2,777,650.95	2,494,338.96	2,462,513.42	3,625,977.12
	Water Withdrawal by source	m <sup>3</sup>	2,719,759.95	2,438,759.96	2,406,969.42	3,375,319.12
	Surface water					
	- Fresh water (≤1,000 mg/L Total Dissolved Solids)	m <sup>3</sup>	0.00	0.00	0.00	4,903.00
	- Other water (>1,000 mg/L Total Dissolved Solids)	m <sup>3</sup>	0.00	0.00	0.00	0.00
	Ground water					
	- Fresh water (≤1,000 mg/L Total Dissolved Solids)	m <sup>3</sup>	195,510.25	179,531.20	194,295.90	185,132.10
	- Other water (>1,000 mg/L Total Dissolved Solids)	m <sup>3</sup>	0.00	0.00	0.00	0.00
	Third-Party water					
	- Fresh water (≤1,000 mg/L Total Dissolved Solids)	m <sup>3</sup>	2,524,249.70	2,259,228.76	2,212,673.52	3,185,284.02
	- Other water (>1,000 mg/L Total Dissolved Solids)	m <sup>3</sup>	0.00	0.00	0.00	0.00
	Total water withdrawal from all areas with water stress	m <sup>3</sup>	57,891.00	55,579.00	55,544.00	250,658.00
	Third-Party water					
	- Fresh water (≤1,000 mg/L Total Dissolved Solids)	m <sup>3</sup>	57,891.00	55,579.00	55,544.00	250,658.00
	- Other water (>1,000 mg/L Total Dissolved Solids)	m <sup>3</sup>	0.00	0.00	0.00	0.00
303-4	Water Discharge	m <sup>3</sup>	2,235,963.89	2,010,171.12	1,978,977.13	2,872,011.50
	Water Discharge by destination	m <sup>3</sup>	2,189,651.09	1,965,707.92	1,934,541.93	2,672,007.78
	Surface water					
	- Fresh water (≤1,000 mg/L Total Dissolved Solids)	m <sup>3</sup>	2,189,651.09	1,965,707.92	1,934,541.93	2,645,489.78
	- Other water (>1,000 mg/L Total Dissolved Solids)	m <sup>3</sup>	0.00	0.00	0.00	0.00
	Third-Party water					
	- Fresh water (≤1,000 mg/L Total Dissolved Solids)	m <sup>3</sup>	0.00	0.00	0.00	26,518.00
	- Other water (>1,000 mg/L Total Dissolved Solids)	m <sup>3</sup>	0.00	0.00	0.00	0.00
	Total water discharge to all areas with water stress	m <sup>3</sup>	46,312.80	44,463.20	44,435.20	200,003.72
	Surface water					
	- Fresh water (≤1,000 mg/L Total Dissolved Solids)	m <sup>3</sup>	46,312.80	44,463.20	44,435.20	200,003.72
	- Other water (>1,000 mg/L Total Dissolved Solids)	m <sup>3</sup>	0.00	0.00	0.00	0.00
	Water Consumption Intensity	m <sup>3</sup> per Million Bath	5.93	6.77	6.39	8.11
<b>Waste</b>						
306-3	Total Weights of Waste	Tons	9,602.80	7,863.84	9,047.98	13,228.43
	Total Hazardous Waste	Tons	2,627.13	2,260.10	3,127.06	5,293.39
	Total Non-Hazardous Waste	Tons	6,975.67	5,603.73	5,920.92	7,935.04
306-4	Total weight of waste diverted from disposal	Tons	1,373.42	1,119.82	1,470.50	1,978.96
	Total weight of hazardous waste diverted from disposal	Tons	43.23	19.78	7.40	35.17
	Total weight of hazardous waste diverted from disposal onsite	Tons	0.00	0.00	0.00	0.00
	- Preparation for reuse	Tons	0.00	0.00	0.00	0.00
	- Recycling	Tons	0.00	0.00	0.00	0.00
	- Other recovery operations	Tons	0.00	0.00	0.00	0.00

GRI Standard	Performance	Unit	2019	2020	2021	2022
	Total weight of hazardous waste diverted from disposal offsite	Tons	43.23	19.78	7.40	35.17
	- Preparation for reuse	Tons	0.00	0.00	0.00	0.00
	- Recycling	Tons	43.23	19.78	7.40	35.17
	- Other recovery operations	Tons	0.00	0.00	0.00	0.00
	Total weight of non-hazardous waste diverted	Tons	1,330.19	1,100.04	1,463.10	1,943.79
	Total weight of non-hazardous waste diverted from disposal onsite	Tons	1.70	1.35	1.30	49.21
	- Preparation for reuse	Tons	1.54	1.19	1.30	0.00
	- Recycling	Tons	0.00	0.00	0.00	0.00
	- Other recovery operations	Tons	0.16	0.16	0.00	49.21
	Total weight of non-hazardous waste diverted from disposal offsite	Tons	1,328.49	1,098.69	1,461.80	1,894.58
	- Preparation for reuse	Tons	0.00	0.00	0.00	0.00
	- Recycling	Tons	738.78	620.83	638.90	1,786.44
	- Other recovery operations	Tons	589.71	477.86	822.90	108.14
306-5	Total weight of waste directed to disposal	Tons	8,229.38	6,744.01	7,577.48	11,249.47
	Total weight of hazardous waste directed to disposal	Tons	2,583.90	2,240.32	3,119.66	5,258.22
	Total weight of hazardous waste directed to disposal onsite	Tons	0.00	0.00	0.00	0.00
	- Incineration (with energy recovery)	Tons	0.00	0.00	0.00	0.00
	- Incineration (without energy recovery)	Tons	0.00	0.00	0.00	0.00
	- Landfilling	Tons	0.00	0.00	0.00	0.00
	- Other disposal operations	Tons	0.00	0.00	0.00	0.00
	Total weight of hazardous waste directed to disposal offsite	Tons	2,583.90	2,240.32	3,119.66	5,258.22
	- Incineration (with energy recovery)	Tons	0.00	0.00	0.00	176.94
	- Incineration (without energy recovery)	Tons	2,575.37	2,234.84	3,114.36	5,070.01
	- Landfilling	Tons	8.53	5.49	5.30	11.27
	- Other disposal operations	Tons	0.00	0.00	0.00	0.00
	Total weight of non-hazardous waste directed to disposal	Tons	5,645.49	4,503.69	4,457.82	5,991.25
	Total weight of non-hazardous waste directed to disposal onsite	Tons	0.00	0.00	0.00	0.00
	- Incineration (with energy recovery)	Tons	0.00	0.00	0.00	0.00
	- Incineration (without energy recovery)	Tons	0.00	0.00	0.00	0.00
	- Landfilling	Tons	0.00	0.00	0.00	0.00
	- Other disposal operations	Tons	0.00	0.00	0.00	0.00
	Total weight of non-hazardous waste directed to disposal offsite	Tons	5,645.49	4,503.69	4,457.82	5,991.25
	- Incineration (with energy recovery)	Tons	396.81	345.78	398.80	552.25
	- Incineration (without energy recovery)	Tons	863.58	748.33	717.82	404.91
	- Landfilling	Tons	4,385.10	3,409.58	3,341.20	5,034.09
	- Other disposal operations	Tons	0.00	0.00	0.00	0.00
	Waste Intensity	Tons per Million Bath	0.11	0.11	0.12	0.14

Remark:

\*The organization only uses the electricity from the national grid mix. The grid emission factor from national grid mixed is used to calculate the emission under scope 2. The organization does not have the contractual instrument with any parties on market-based energy indirect scope 2 at the time of report.

## GRI Content Index

## Statement of use

Bangkok Dusit medical Services PLC has reported in accordance with the GRI Standards for the period of 1<sup>st</sup> January 2022 to 31<sup>st</sup> December 2022

## GRI 1 used

GRI 1 : Foundation 2021

## Applicable GRI Sector Standard(s) -

GRI Standard	Disclosure	Location	Omission/Remark
General Disclosures			
GRI 2: General Disclosures 2021	2-1 Organizational details	9-10	BDMS Sustainability Report will be proceed an external assurance in the future. See further details on <a href="http://www.bdms.co.th/sustainability">www.bdms.co.th/sustainability</a>
	2-2 Entities included in the organization’s sustainability reporting	149	
	2-3 Reporting period, frequency and contact point	13	
	2-4 Restatements of information	13, 51, 52, 149	
	2-5 External assurance	162	
	2-6 Activities, value chain and other business relationships	12, 77	
	2-7 Employees	151-155	
	2-8 Workers who are not employees	See Omission	This information is currently not available and will be collected in the future.
	2-9 Governance structure and composition	21, 23	See further details in BDMS Annual Report at <a href="https://investor.bangkokhospital.com/en/downloads/annual-report">https://investor.bangkokhospital.com/en/downloads/annual-report</a>
	2-10 Nomination and selection of the highest governance body	See Remark	See further details in BDMS Annual Report at <a href="https://investor.bangkokhospital.com/en/downloads/annual-report">https://investor.bangkokhospital.com/en/downloads/annual-report</a>
	2-11 Chair of the highest governance body	See Remark	See further details in BDMS Annual Report at <a href="https://investor.bangkokhospital.com/en/downloads/annual-report">https://investor.bangkokhospital.com/en/downloads/annual-report</a>
	2-12 Role of the highest governance body in overseeing the management of impacts	See Remark	See further details in BDMS Annual Report at <a href="https://investor.bangkokhospital.com/en/downloads/annual-report">https://investor.bangkokhospital.com/en/downloads/annual-report</a>
	2-13 Delegation of responsibility for managing impacts	See Remark	See further details in BDMS Annual Report at <a href="https://investor.bangkokhospital.com/en/downloads/annual-report">https://investor.bangkokhospital.com/en/downloads/annual-report</a>
	2-14 Role of the highest governance body in sustainability reporting	See Remark	See further details in BDMS Annual Report at <a href="https://investor.bangkokhospital.com/en/downloads/annual-report">https://investor.bangkokhospital.com/en/downloads/annual-report</a>
	2-15 Conflicts of interest	See Remark	See further details in BDMS Annual Report at <a href="https://investor.bangkokhospital.com/en/downloads/annual-report">https://investor.bangkokhospital.com/en/downloads/annual-report</a>
	2-16 Communication of critical concerns	See Remark	See further details in BDMS Annual Report at <a href="https://investor.bangkokhospital.com/en/downloads/annual-report">https://investor.bangkokhospital.com/en/downloads/annual-report</a>
	2-17 Collective knowledge of the highest governance body	See Remark	See further details in BDMS Annual Report at <a href="https://investor.bangkokhospital.com/en/downloads/annual-report">https://investor.bangkokhospital.com/en/downloads/annual-report</a>
	2-18 Evaluation of the performance of the highest governance body	See Remark	See further details in BDMS Annual Report at <a href="https://investor.bangkokhospital.com/en/downloads/annual-report">https://investor.bangkokhospital.com/en/downloads/annual-report</a>
	2-19 Remuneration policies	See Remark	See further details in BDMS Annual Report at <a href="https://investor.bangkokhospital.com/en/downloads/annual-report">https://investor.bangkokhospital.com/en/downloads/annual-report</a>
	2-20 Process to determine remuneration	See Remark	See further details in BDMS Annual Report at <a href="https://investor.bangkokhospital.com/en/downloads/annual-report">https://investor.bangkokhospital.com/en/downloads/annual-report</a>
	2-21 Annual total compensation ratio	See Omission	This information is not disclosed due to confidentiality constraints.
	2-22 Statement on sustainable development strategy	2	
	2-23 Policy commitments	25-32, 57, 64, 66-67, 79, 91, 95, 129	See further details of each policy at <a href="https://investor.bangkokhospital.com/en/corporategovernance">https://investor.bangkokhospital.com/en/corporategovernance</a> ; and <a href="http://www.bdms.co.th/sustainability">www.bdms.co.th/sustainability</a>
	2-24 Embedding policy commitments	See Remark	See details in each policy as prescribed in GRI 2-23
2-25 Processes to remediate negative impacts	30-31		
2-26 Mechanisms for seeking advice and raising concerns	30-31		
2-27 Compliance with laws and regulations	32, 66-67		
2-28 Membership associations	11		
2-29 Approach to stakeholder engagement	51-53		
2-30 Collective bargaining agreements	7, 151-155		
Material Topics			
GRI 3 : Material Topics 2021	3-1 Process to determine material topics	51-53	
	3-2 List of material topics	51-53	
	3-3 Management of material topics	See details in each chapter	
Service Quality & Patient Safety			
GRI 416: Customer Health & Safety 2016	416-1 Assessment of the health and safety impacts of product & service categories	55	
GRI Not Applicable	BDMS accreditation result	60	
Customer Privacy & Data Security			
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	64	
Innovation & Partnership			
GRI Not Applicable	Number of innovation development projects.	71	
Supply Chain Management			
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	77	
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	77	
Customer Relationship Management			
GRI Not Applicable	% Top Box Score	83	

GRI Standard	Disclosure	Location	Omission/Remark
<b>Employee Health &amp; Safety</b>			
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	89-91	
	403-2 Hazard identification, risk assessment, and incident investigation	89-91	
	403-3 Occupational health services	89-91	
	403-4 Worker participation, consultation, and communication on occupational health and safety	89-91	
	403-5 Worker training on occupational health and safety	92-95	
	403-6 Promotion of worker health	92-95	
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	92-95	
	403-9 Work-related injuries	89, 157	
	403-10 Work-related ill health	157	
	406-1 Incidents of discrimination and corrective actions taken	97	
GRI 412: Human Rights Assessment 2016	412-2 Employee training on human rights policies or procedures	97	
<b>Human Capital Development</b>			
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	153-154	
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	153-154	
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	155	
	404-2 Programs for upgrading employee skills and transition assistance programs	98	
	404-3 Percentage of employees receiving regular performance and career development reviews	105	
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	151-153	
<b>Selling Practices &amp; Product Labeling</b>			
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	111-114	
	417-2 Incidents of non-compliance concerning product and service information and labeling	111	
	417-3 Incidents of non-compliance concerning marketing communications	111	
<b>Community Engagement &amp; Health Care Accessibility</b>			
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	See Remark	See further details in BDMSwebsite.
<b>Energy and Climate Change Management</b>			
GRI 302: Energy 2016	302-1 Energy consumption within the organization	158	
	302-3 Energy intensity	158	
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	158	
	305-2 Energy indirect (Scope 2) GHG emissions	158	
	305-4 GHG emissions intensity	158	
<b>Waste Management</b>			
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	138-139	
	306-2 Management of significant waste-related impacts	158-159	
	306-3 Waste generated	158-159	
	306-4 Waste diverted from disposal	158-159	
	306-5 Waste directed to disposal	158-159	
<b>Water Stewardship</b>			
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	143-147	
	303-2 Management of water discharge-related impacts	143-147	
	303-3 Water withdrawal	158	
	303-4 Water discharge	158	
	303-5 Water consumption	158	

## Assurance Statement 2022



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# Independent limited assurance report

To the Sustainability Development Committee of Bangkok Dusit Medical Services Public Company Limited (“BDMS”)

## Conclusion

Based on the procedures performed, as described below, nothing has come to our attention that causes us to believe that the selected subject matters (“Subject Matters”) identified below and included in the Sustainability Report 2022 (the “Report”) for the year ended 31 December 2022, are not, in all material respects, prepared in compliance with the reporting criteria (the “Criteria”).

## Our Responsibilities

We have been engaged by BDMS and are responsible for providing a limited assurance conclusion in respect of the Subject Matters for the year ended 31 December 2022 to be included in the Report as identified below.

Our assurance engagement is conducted in accordance with the International Standard on Assurance Engagements ISAE 3000 *Assurance Engagements other than Audits or Reviews of Historical Financial Information*, and ISAE 3410 *Assurance on Greenhouse Gas Statements*. These standards require the assurance team to possess the specific knowledge, skills and professional competencies needed to provide assurance on sustainability information, and that we plan and perform the engagement to obtain limited assurance on whether the Subject Matters are prepared, in all material respects, in compliance with the Criteria.

## Our Independence and Quality/Management Control

We have complied with the independence and other ethical requirements of the International Ethics Standards Board for Accountants’ *International Code of Ethics for Professional Accountants (including International Independence Standards)* (IESBA Code), which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality, and professional behavior. The firm applies International Standard on Quality Control 1 and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

We have not been engaged to provide an assurance conclusion on any other information disclosed within the Report.

## Subject Matters

Subject Matters comprised of the following data expressed numerically or in descriptive text for the year ended 31 December 2022:

- GRI 305-2 Energy Indirect (Scope 2) GHG emissions
- GRI 303-5 Water consumption
- GRI 306-5 Waste directed to disposal
- GRI 403-9 Work-related injuries

## Criteria

The Subject Matters were assessed according to the following criteria:

- The Sustainability Reporting Standards of the Global Reporting Initiative (“GRI Standards”)

## Directors’ and management’s responsibilities

The directors and management of BDMS are responsible for the preparation and presentation of the Subject Matters, specifically ensuring that in all material respects the Subject Matters are prepared and presented in accordance with the Criteria. This responsibility also includes the internal controls relevant to the preparation of the Report that is free from material misstatement whether due to fraud or error.



### Procedure performed

In forming our limited assurance conclusion over the Subject Matters, our procedures consisted of making enquiries and applying analytical and other evidence gathering procedures including:

- Interviews with senior management and relevant staff at corporate and operating sites;
- Inquiries about the design and implementation of the systems and methods used to collect and process the information reported, including the aggregation of source data into the Subject Matters;
- Inquiries about managements practices and procedures related to identifying stakeholders and their expectations, determining material sustainability matters and implementing sustainability policies and guidelines;
- Site visit to 2 sites; Bangkok Hospital Headquarter (BHQ) and A.N.B. Laboratories (A.N.B.), selected on the basis of risk analysis including the consideration of both quantitative and qualitative criteria;
- Agreeing the Subject Matters to relevant underlying sources on a sample basis to determine whether all the relevant information has been included in the Subject Matters and prepared in accordance with the Criteria.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement and consequently the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed. Accordingly, we do not express a reasonable assurance opinion.

### Inherent limitations

Due to the inherent limitations of any internal control structure it is possible that errors or irregularities in the information presented in the Report may occur and not be detected. Our engagement is not designed to detect all weaknesses in the internal controls over the preparation and presentation of the Report, as the engagement has not been performed continuously throughout the period and the procedures performed were undertaken on a test basis.

### Restriction of use of our report

Our report should not be regarded as suitable to be used or relied on by any party wishing to acquire rights against us other than BDMS, for any purpose or in any other context. Any party other than BDMS who obtains access to our report or a copy thereof and chooses to rely on our report (or any part thereof) will do so at its own risk. To

the fullest extent permitted by law, we accept or assume no responsibility and deny any liability to any party other than BDMS for our work, for this independent limited assurance report, or for the conclusions we have reached.

KPMG PHOONCHAI AUDIT LTD.

**KPMG Phoomchai Audit Ltd.**

Bangkok

13 March 2023



## Independent Director Nominee Characteristics

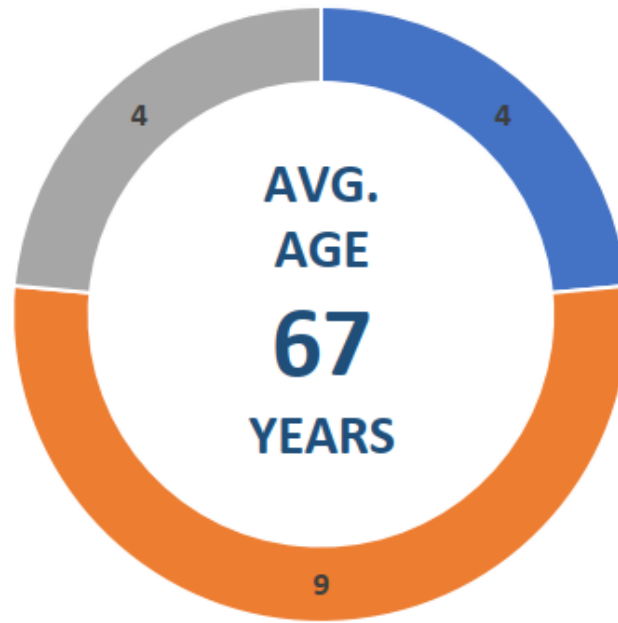
When evaluating nominees for our board of directors, The Nomination and Remuneration Committee has determined procedures in screening candidates for nomination as directors by considering the following criteria diversity of viewpoints , knowledge, experience and diversified in terms of education, profession, age and gender, race or ethnicity and nationality, country of origin or cultural background.

### TENURE



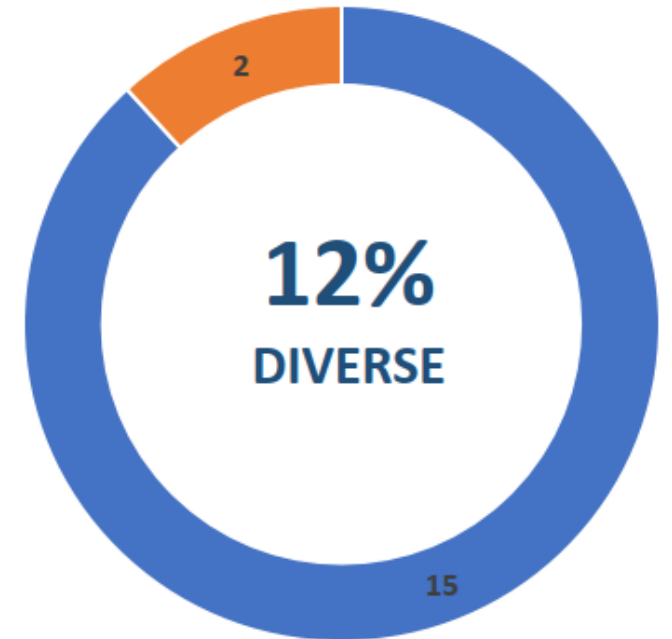
■ 0-6 years ■ 6-10 years ■ 11+ years

### AGE



■ 40-60 years ■ 61-70 years ■ 71+ years

### GENDER



■ Male ■ Female

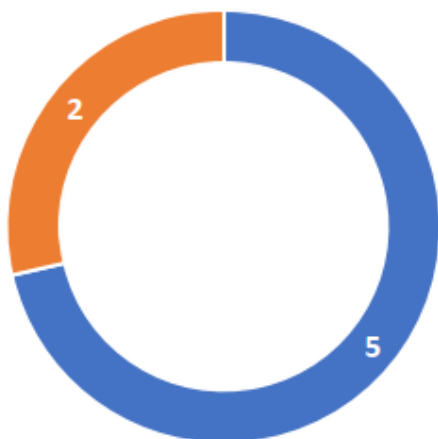
## BDMS Code of Conduct Performance

In 2022, 7 cases brought about disciplinary actions. BDMS investigated and rectified all cases while sharing the detailed reports with the complainants via the central e-mail and the Ethics Committee.

**7 Cases**

Concerning the BDMS Code of Conduct malpractice and corruption cases were reported.

Number of Status of breach reported

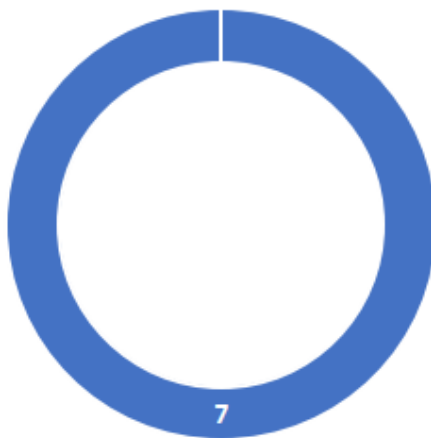


■ Investigated ■ Resolved

**100%**

of cases concerning the BDMS Code of Conduct malpractice and Corruption were investigated and rectified.

Number of Breaches in reporting areas

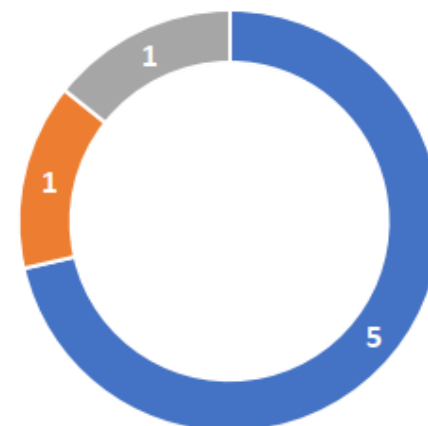


■ Conflicts of interest

**0**

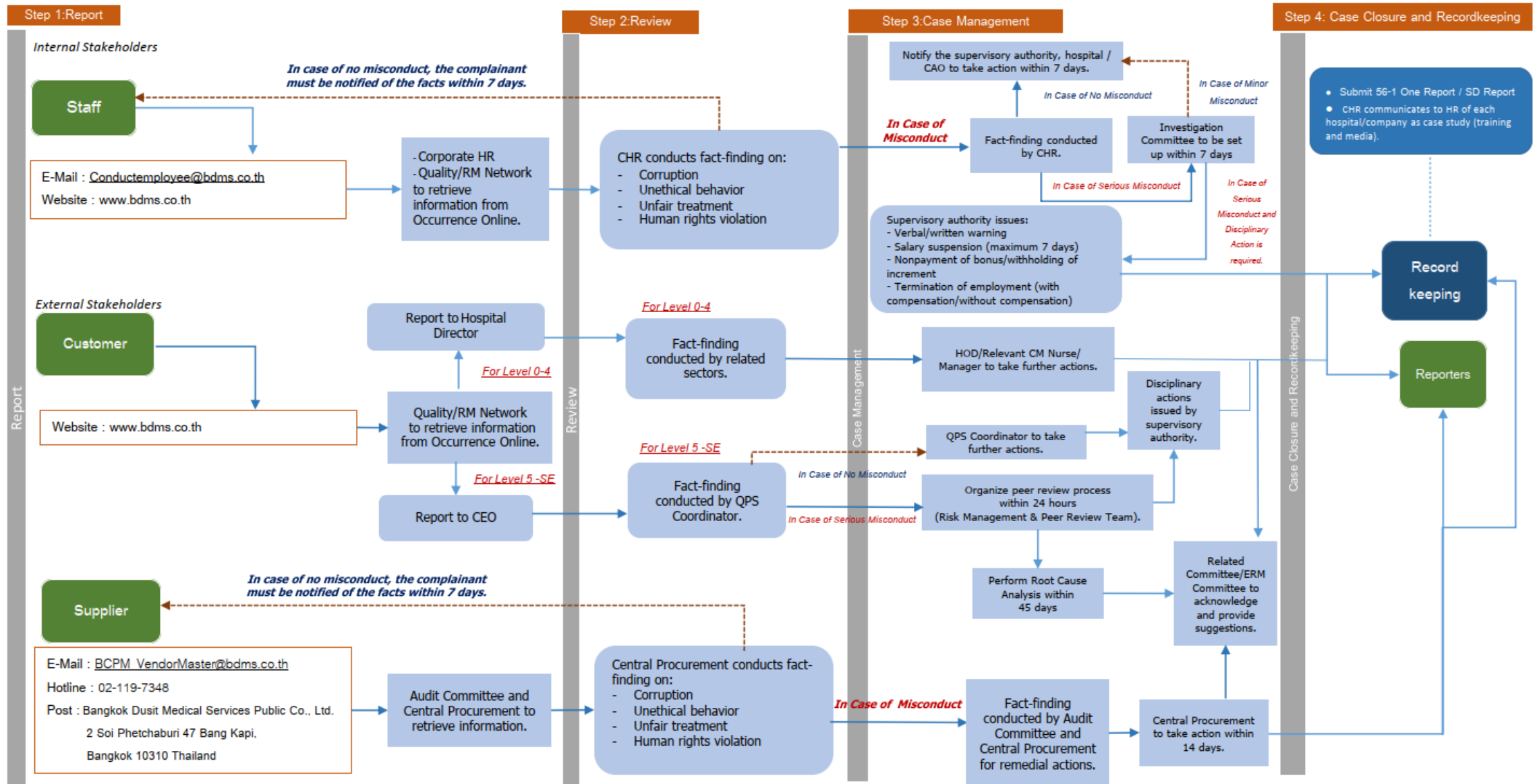
of violation of laws and regulations in 2020 – 2022 have been reported.

Number of Corrective action taken against the substantiated cases



■ Verbal warning ■ Dismissal ■ Others

## BDMS Grievance Mechanism Flow Chart for all Stakeholders



## Reader Survey



### Bangkok Dusit Medical Services PCL (BDMS) Sustainability Report 2022

Your views and suggestions will be incorporated in the improvement of  
BDMS Sustainability Report 2023  
Thank you for your cooperation

Please mark ✓ in ☐ and comment in the space provided.

#### Gender

- ☐ Male ☐ Female ☐ Prefer not to answer

#### Education

- ☐ Less than bachelor's degree ☐ Bachelor's degree ☐ Master's degree ☐ Higher than Master's degree

#### Which of the following groups are applied to you?

- ☐ Supplier ☐ BDMS employee / Medical personnel ☐ Student / Educational institution ☐ Customer  
☐ Shareholder / Investor ☐ Government / Regulators ☐ Business partner ☐ Other, please specify .....

#### How do you find out about BDMS Sustainability Report 2022?

- ☐ Annual shareholder meeting ☐ BDMS employee ☐ Seminar / Exhibition / Lecture  
☐ BDMS website ☐ Other, please specify .....

#### What is your purpose in reading BDMS Sustainability Report 2022?

- ☐ Get to know BDMS ☐ Education / Research ☐ Investment decision  
☐ Report Preparation ☐ Others, Please specify .....

#### Please rate the completeness and credibility levels of BDMS Sustainability Report 2022

	Very high	High	Medium	Low	Very Low
Completeness and credibility of the report, Easy to understand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sustainability performance in alignment with BDMS strategy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Content appropriateness and credibility	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Interest in content	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

#### Please choose 3 sustainability material topics that are relevant to you by importance level.

Where 1 is the most important, 2 is moderate important, and 3 is the least important.

- ☐ Supply Chain Management ☐ Privacy and Information Security ☐ Service Quality and Patient Safety  
☐ Customer Relationship Management ☐ Innovation & Collaboration ☐ Waste and Hazardous Waste Management  
☐ Energy Management ☐ Water and Wastewater Management ☐ Climate Change Management  
☐ Community Engagement and Healthcare Accessibility ☐ Responsible Sales and Labeling ☐ Talent Attraction and Retention  
☐ Human Capital Development ☐ Labor Practices and Human Rights ☐ Occupational Health and Safety  
☐ Other, please specify .....

#### Does the content covered all BDMS sustainability material topics?

- ☐ Yes ☐ No

If no, please explain

#### Please provide suggestion for the next sustainability report

#### 10. Other suggestions on BDMS sustainability management

Thank you for your cooperation



“กรุณาปฏิบัติตามรอยปรุ และส่งกลับโดยไม่ต้องติดตราไปรษณียากร”

บริการธุรกิจตอบรับ

ใบอนุญาตเลขที่ ป.น.(น)/3789 ปณศ.ลาดพร้าว  
ถ้าฝากส่งในประเทศไม่ต้องแนกตราไปรษณียากร

## บริษัท กรุงเทพดุสิตเวชการ จำกัด (มหาชน)

ฝ่ายปฏิบัติการความยั่งยืนองค์กรและการจัดการนวัตกรรม

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แขวงบางกะปิ เขตห้วยขวาง กรุงเทพมหานคร 10310



Email : [bdmscsd@bdms.co.th](mailto:bdmscsd@bdms.co.th)



รายงานการพัฒนาอย่างยั่งยืน ปี 2565

บริษัท กรุงเทพดุสิตเวชการ จำกัด (มหาชน)

นวัตกรรมก้าวไกล ใส่ใจอย่างยั่งยืน





