

## ALMOOSA HEALTH

### STAKEHOLDERS RELATIONSHIPS POLICY

**1 Introduction.** A Stakeholder is “any person who has an interest in the Company, including employees, creditors, customers, suppliers and the community.” (Capital Markets Authority, *Corporate Governance Regulations*, p. 8). AH’s Stakeholders include anyone who can affect or be affected by ASH’s activities, objectives, and policies. Shareholders, Board Members, Senior Executives, Employees, Customers, Creditors, Banks, Vendors, the Local Community, and the Government are examples of important stakeholders. The below table illustrates examples of AH’s Stakeholders and representative Stakeholder Relationships Programs at AH:

ASH STAKEHOLDERS AND REPRESENTATIVE RELATIONSHIP PROGRAMS	
<i>Stakeholder</i>	<i>Program Example</i>
Founder and his Family	Company Leadership Development Program
Shareholders <sup>1</sup>	General Assembly
Board Members	Board Orientation and Training Program
Senior Executives	Annual Strategy Retreat
Employees	Culture of Safety Program
External Advisors	Diversification Program
Joint Venturers	External Contracting Policy
Accrediting Agencies	Re-Accreditation Program
Banks and other lenders	On-Time payment Program
Suppliers	Product Value Analysis Committee
Community	Awareness Programs
Residents, Interns, and Other Learners	Fellowship Programs
Government	Hosting Major Meetings
Corporate and Insurance Customers	Volume Discount Programs
Patients and their families	Patient and Family Advisor Council
Other Healthcare Providers	Invitation Program

**2 Policies.** The Board shall establish clear and written policies and procedures regulating the relationship with Stakeholders with the aim of protecting them and safeguarding their rights, which shall include the following, in particular:

- 2.1 methods to compensate Stakeholders when their rights established by laws or protected by contracts are infringed;
- 2.2 methods for resolving complaints or disputes that may arise between the Company and the Stakeholders;
- 2.3 methods for building good relationships with customers and suppliers and maintaining the confidentiality of their information;

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<sup>1</sup> For more information about AH’s relationship with its Investors, please see the *Investor Relations Department Charter*.

2.4 rules of professional conduct for Senior Executives and employees that are prepared in compliance with the proper professional and ethical standards and regulate their relationship with Stakeholders, provided that the Board shall establish mechanisms for supervising the implementation of, and compliance with such rules;

2.5 the Company's social contributions<sup>2</sup>;

2.6 ensuring that the Company's transactions with Board members and Related Parties are entered into on terms at least as beneficial to AH as the terms of transactions with Stakeholders without any discrimination or bias;

2.7 Stakeholders obtaining information relevant to their activities to enable them to perform their duties. Such information shall be correct and sufficient and shall be provided in timely manner and on a regular basis; and

2.8 treating Company employees pursuant to the principles of justice and equality and without discrimination.

**3 Reporting Non-Compliant Practices.** The Board shall, based upon a proposal from the Audit and Risk Committee, develop the necessary policies and procedures to be followed by Stakeholders when submitting complaints or reporting any violations, taking the following into consideration:

3.1 facilitating the method by which Stakeholders (including Company employees) report to the Board conducts and practices of the Executive Management that violate applicable laws, regulations and rules or raising doubts as to the financial statements or the internal audit controls or others, whether such conducts or practices are against them or not, and conducting the necessary investigation in that regard;

3.2 maintaining the confidentiality of reporting procedures through facilitating direct contact with an independent member of the Audit and Risk Committee or other specialized committees;

3.3 appointing an employee to receive and address complaints or reports sent by Stakeholders;

3.4 dedicating a telephone number or an email address for receiving complaints; and

3.5 providing the necessary protection to the Stakeholders.

**4. Standards for All Stakeholder Relationships.** AH shall conform to the following standards to enhance successful relations with Stakeholders:

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<sup>2</sup> For more information about AH's environment, social, and government programs, see the *Environment, Society, and Government Manual*.

4.1 Institutions and individuals who may be influenced by AH's operations will be informed of its activities, and shall be allowed to participate directly and with transparency in all issues and opportunities affecting them.

4.2 Stakeholders shall be provided with accurate and timely information regarding AH's activities. AH shall bear in mind all Stakeholders' needs and concerns when making decisions.

4.3 AH will seek Stakeholders' opinions regarding AH's decisions related to activities affecting Stakeholders.

4.4 AH will encourage Stakeholders to determine suitable methods of deliberation, and will make substantial efforts to respond.

4.5 AH shall respect each Stakeholder's culture and values. During unresolvable disputes, the employees of AH will respect differing perspectives and strive to solve problems.

4.6 *Compensating Stakeholders when their Rights are Infringed.* AH shall follow procedures and consider conditions to compensate Stakeholders when their contractual rights with the Company are infringed so as to:

4.6.1. establish procedures and instructions for regulating the Company's relationship with Stakeholders to protect all parties' rights;

4.6.2. reduce the impact of any damages to any affected party; and

4.6.3 arrange suitable liability insurance.

4.6.4 Compensation of Stakeholders shall be subject to:

4.6.4.1. loss resulting from the Company's breach of its obligations as stated in the relevant contracts and related regulations;

4.6.4.1 loss resulting from failure to exercise reasonable care or failure to follow usual and customary standards and industrial practices;

4.6.4.2. the Company's action has been the direct and proximate cause of the loss to the Stakeholder;

4.6.4.3 the Company has admitted liability or there has been a final award determining the Company's liability for the loss from a competent authority; and

4.6.4.4 the affected parties have discussed the possibility of reaching the mechanism and amount of compensation to protect the Company's rights and interests.

4.7 *Resolving Complaints or Disputes.* AH shall resolve complaints or disputes that may arise between the Company and Stakeholders by:

4.7.1. executing contracts and agreements which clearly establish the relationship and responsibilities of the parties undertaking transactions with the Company;

4.7.2. establishing a dispute resolution mechanism in all contracts and agreements;

- 4.7.3. seeking amicable settlement whenever possible to protect the Company's interest;
- 4.7.4. facilitating reporting and resolving promptly any complaints of Stakeholders;
- 4.7.5. providing technical support to customers to resolve any issues arising from the Company's services.

**4.8 Building Good Relationships with Customers and Suppliers.** AH shall build strong relationships with Stakeholders, including customers and suppliers, and protecting their confidential information by:

- 4.8.1 complying with applicable laws, AH standards, corporate policies and procedures including the *Compliance Manual*, *IP-QI-014 Ethical Framework Policy*, *IP-HR-026 Code of Conduct Policy*, and *Medical Staff Bylaws*;
- 4.8.2. maintaining confidentiality in compliance AH confidentiality policies, including, with *IP-MI-001 Confidentiality of Patient information & Medical Records Policy*, *IP-HR-018 Employee Confidentiality and Privacy Policy*, *IP-IT-001 Security Confidentiality and Integrity of Information Policy*, and *DP-SCM-001 Confidentiality and Code of Ethics in Supply Chain Management Department*.
- 4.8.3 providing timely payments to suppliers for materials and services delivered according to agreed payment terms.
- 4.8.4. respecting and protecting the intellectual property of others; and
- 4.3.5 respecting the privacy of Stakeholders by maintaining their personal data and protecting its confidentiality.

**4.9 Enabling Stakeholders to Obtain Information.** AH shall enable Stakeholders to obtain information related to their transactions and activities with the Company to perform their obligations by:

- 4.9.1 providing electronic channels and means of communication to enable Stakeholders to obtain accurate and complete information relevant to their activities and perform their obligations;
- 4.9.2 regularly updating information related to Stakeholders; and
- 4.9.3. identifying points of contact in different functions of the Company to answer questions from and assist Stakeholders.

**5. Programs, Policies, and Procedures.** AH is committed to the highest ethical standards, and the Company desires that its Stakeholders to have a strong belief in and commitment toward AH. In return, AH recognizes the interests and influence of its Stakeholders, and shall maintain programs to improve its relationship with its Stakeholders by continuously to improving its Stakeholder Relations Programs:

5.1 *Accrediting Agencies.* AH recognizes that its Accrediting Agencies are interested in accreditation, improvement, reputation, and compensation and can influence AH with expertise,

advise, assessment, and reputation enhancement. AH has developed the following programs to address the needs of these Stakeholders:

- 5.1.1 External Contracting Policy;
- 5.1.2 Access to Leadership;
- 5.1.3 Diwaniyah;
- 5.1.4 Annual Report Event;
- 5.1.5 Recurring Accreditation; and
- 5.1.6 New Program Policy.

5.2 *Affiliates*. AH recognizes that its Affiliates are interested in enhancing the reputation of the Group and affiliation, arm's length transactions, simplified contracting, and benefitting the Shareholders and can influence AH with enhancing the reputation of the Group and affiliation, arm's length transactions, simplified contracting, and benefitting the Shareholders. AH has developed the following programs to address the needs of these Stakeholders:

- 5.2.1 Arm's Length Transaction Practices; and
- 5.2.2 *AH Master Affiliation Agreement*.

5.3 *Banks and other Lenders*. AH recognizes that Banks and other Lenders are interested in lending, creditworthiness, and reputation and can influence AH with capital, creditworthiness, and expertise. AH has developed the following programs to address the needs of these Stakeholders:

- 5.3.1 Standardized Terms Policy;
- 5.3.2 Sophisticated Finance Department;
- 5.3.3 Timely Payment Policy;
- 5.3.4 Outstanding Credit Rating; and
- 5.3.5 Diversification of Borrowing.

5.4 *Board Members*. AH recognizes that its Board Members are interested in influence, satisfaction, compensation, and reputation and can influence AH with expertise, decision-making, advice, and reputation. AH has developed the following programs to address the needs of these Stakeholders:

- 5.4.1 Member Orientation;
- 5.4.2 Annual Strategy Retreat;
- 5.4.3 Board Compensation Policy;
- 5.4.4 Board Committees and Subcommittees;
- 5.4.5 Board Training and Education; and

#### 5.4.6 Annual Report Event.

5.5 *Community*. AH recognizes that its Community is interested in environment, social responsibility, employment, healthcare, education, Wellness, and choice and can influence AH with community involvement, reputation enhancement, and data about our customers. AH has developed the following programs to address the needs of these Stakeholders:

- 5.5.1 Wellness Program;
- 5.5.2 Awareness Program;
- 5.5.3 Press-Gainey Surveys;
- 5.5.4 Al Ahsa Runs;
- 5.5.5 Recycling Program;
- 5.5.6 Patient and Family Advisory Council;
- 5.5.7 Independent and Non-Executive Board Members;
- 5.5.8 Focus Groups;
- 5.5.9 Social Media;
- 5.5.10 New Service Surveys;
- 5.5.11 Art Program;
- 5.5.12 Patient Experience Program;
- 5.5.13 MOH Complaint Process;
- 5.5.14 Culture of Safety Program;
- 5.5.15 Strategic Planning; and
- 5.5.16 Planetree Program

5. *Corporate and Insurance Customers*. AH recognizes that Corporate and Insurance Customers are interested in value, accessibility, quality, and competition and can influence AH with patients, cash flow, reputation, new programs, and quality assurance. AH has developed the following programs to address the needs of these Stakeholders:

- 5.6.1 Regular Meetings;
- 5.6.2 Data Exchange;
- 5.6.3 Enhanced Quality Standards;
- 5.6.4 Office space and meeting rooms;
- 5.6.5 New Services Surveys;
- 5.6.6 Volume Discounts;

5.6.7 Dedicated phone lines; and

5.6.8 Access to the AH Heliport.

5.7 *Employees*. AH recognizes that its Employees are interested in compensation, job security, satisfaction, advancement, improvement, and safety and can influence AH with service, quality, reputation, customer relations, and turnover. AH has developed the following programs to address the needs of these Stakeholders:

5.7.1 Oracle System;

5.7.2 Compensation Policy;

5.7.3 Orientation Program;

5.7.4 Daily Dashboards;

5.7.5 Risk Assessments;

5.7.6 Performance Management System;

5.7.8 Staff Development Policy;

5.7.8 Huddles;

5.7.9 Management Committees;

5.7.10 Wellness Program;

5.7.11 Annual Report Event;

5.7.12 Diwaniyah;

5.7.13 Annual Employee Retreat;

5.7.14 Annual Performance Review;

5.7.15 Exit Interview;

5.7.16 Private Meeting Rooms;

5.7.17 Happiness Committee;

5.7.18 Social Assistance Fund;

5.7.19 Culture of Safety;

5.7.20 SAWTAK;

5.7.21 Caregiver of the Month;

5.7.22 DAISY Nursing Awards;

5.7.23 RN Survey; and

5.7.24 Employee Discount Program.

5.8 *External Advisors*. AH recognizes that its External Advisors are interested in influence, compensation, and reputation and can influence AH with expertise, advice, and useful tools. AH has developed the following programs to address the needs of these Stakeholders:

5.8.1 External Contracting Policy;

5.8.2 Access to Leadership;

5.8.3 Diwaniyah;

5.8.4 Annual Report Event;

5.8.5 Annual Strategy Retreat;

5.8.6 Recurring Accreditation;

5.8.7 New Program Policy; and

5.8.8 Diversification Policy.

5.9 *Founder and his Family*. AH recognizes that the Founder and his Family are interested in growth, community service, community development, affiliations, environment, government relations, and reputation and can influence AH with shareholding, vision, capital, affiliate services, risk mitigation, and environment, society and government policy leadership. AH has developed the following programs to address the needs of these Stakeholders:

5.9.1 General Assemblies;

5.9.2 Board of Directors memberships;

5.9.3 Operational Leadership opportunities;

5.9.4 Professional Development;

5.9.5 Culture of Safety;

5.9.6 SAWTAK; and

5.9.7 ESG Program.

5.10 *Government*. AH recognizes that Government is interested in compliance, licensing, achieving *Vision 2030* and can influence AH with laws, regulations, permits, participation, and reputation enhancement. AH has developed the following programs to address the needs of these Stakeholders:

5.10.1 Hosting Meetings and Conferences;

5.10.2 Presenting at Conferences and Events;

5.10.3 Participation in Government Quality Improvement Initiatives;

5.10.4 Access to Leadership;

5.10.5 Compliance Program;

- 5.10.6 Access to Legal Department;
- 5.10.7 Public/Private Partnerships; and
- 5.10.8 Healthcare for Government-sponsored patients.

5.11 *Joint Venturers*. AH recognizes that its Joint Venturers are interested in growth, community service, profit, reputation enhancement, and niche services and can influence AH with in growth, community service, profit, reputation enhancement, and niche services. AH has developed the following programs to address the needs of these Stakeholders:

- 5.11.1 New Program Policy;
- 5.11.2 External Contract Policy;
- 5.11.3 Benchmarking;
- 5.11.4 Quality Assurance;
- 5.11.5 Transparency and Invitation Program; and
- 5.11.6 Quarterly Review Meetings.

5.12 *Other Healthcare Providers*. AH recognizes that other Healthcare Providers are interested in cooperation, quality improvement, and enhanced relationships and can influence AH with cooperation, quality improvement, and new opportunities. AH has developed the following programs to address the needs of these Stakeholders:

- 5.12.1 Tour Invitations;
- 5.12.2 Data Sharing;
- 5.12.3 Transparency; and
- 5.12.4 Potential ventures.

5.13 *Patients and their Families*. AH recognizes that Patients and their Families are interested in value, accessibility, quality, Wellness, choice, and support and can influence AH with patients, cash flow, and new ideas. AH has developed the following programs to address the needs of these Stakeholders:

- 5.13.1 Patient Portal and App;
- 5.13.2 Enhanced Accessibility;
- 5.13.3 Loyalty Program;
- 5.13.4 Patient of the Quarter Program;
- 5.13.5 Patient and Family Advisory Council;
- 5.13.6 Pediatric Council;
- 5.13.7 Installment Payment Program;

- 5.13.8 Social Workers Program;
- 5.13.9 Abuse, Violence, and Negligence Reporting and Assistance Program;
- 5.13.10 Spiritual Needs Program;
- 5.13.11 Free Wi-Fi;
- 5.13.12 Quality of Life Program;
- 5.13.13 Bereavement Program;
- 5.13.14 Patient Experience Program;
- 5.13.15 Patient Relations Department;
- 5.13.16 Company and Insurer Hotlines;
- 5.13.17 Company and Insurer dedicated offices and meeting rooms;
- 5.13.18 MOH Complaint Process, Strategic Planning, Planetree Program

5.14 *Residents, Interns, and Other Learners.* AH recognizes that its Residents, Interns, and Other Learners are interested in education, improvement, licensing, certification, employment, and opportunity and can influence AH with services, growth, reputation enhancement, latest practices, and employment. AH has developed the following programs to address the needs of these Stakeholders:

- 5.14.1 Residency Program;
- 5.14.2 Internship Program;
- 5.14.3 Wellness Program;
- 5.14.4 Library; and
- 5.14.5 Affiliation with Almoosa College of Health Sciences.

5.15 *Senior Executives.* AH recognizes that its Senior Executives are interested in job satisfaction, compensation, professional development, community service, and reputation enhancement and can influence AH with expertise, execution, quality improvement, and reputation enhancement. AH has developed the following programs to address the needs of these Stakeholders:

- 5.15.1 Performance Management System;
- 5.15.2 Compensation Policy;
- 5.15.3 Orientation Program;
- 5.15.4 Professional Development Policy;
- 5.15.5 Hospital Executive Committee;
- 5.15.6 Management Committees;

- 5.15.7 Culture of Safety;
- 5.15.8 SAWTAK;
- 5.15.9 Daily Huddles;
- 5.15.10 Medical Committees;
- 5.15.11 Satisfaction Surveys;
- 5.15.12 Wellness Program;
- 5.15.13 Diwaniyah;
- 5.15.14 Annual Report Event;
- 5.15.15 Annual Executive Strategy Retreat;
- 5.15.16 Annual Performance Review; and
- 5.15.17 and Discretionary Bonus Program.

5.16 *Shareholders*. AH recognizes that the Shareholders are interested in growth, profit, reputation enhancement, and community service and can influence AH with voting at General Assemblies, enhancing reputation, and creating new relationships. AH has developed the following programs to address the needs of these Stakeholders:

- 5.16.1 General Assemblies;
- 5.16.2 Cumulative Voting for Board Members;
- 5.16.3 Investor Relations Program;
- 5.16.4 Stakeholder Relationship Policy;
- 5.16.5 Diwaniyah; and
- 5.16.6 Annual Report Event.

5.17 *Suppliers*. AH recognizes that its Suppliers are interested in commercial relationships, contracts, prompt payment, profit, and growth and can influence AH with pricing, quality, service, product availability, and on-time delivery. AH has developed the following programs to address the needs of these Stakeholders:

- 5.17.1 External Contracting Policy;
- 5.17.2 Standardized Contracts for goods and services;
- 5.17.3 Quality Assurance;
- 5.17.4 Prompt Payment Policy;
- 5.17.5 Procurement Committee;
- 5.17.6 Product Value Analysis Committee; and

5.17.7 Supplier Satisfaction Survey.

