

LEADING SUSTAINABLE HEALTHCARE

SHEBA ESG REPORT 2023–2024



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Opening Remarks from the Director General

In a world facing growing environmental, social, and ethical challenges, we at Sheba Medical Center understand that our mission goes far beyond providing world-class medical care.

As the largest and most advanced medical center in Israel, and a recognized global healthcare leader, we have a responsibility to drive positive change that reaches well beyond our borders.

We are proud to present Sheba's sustainability healthcare first report. This groundbreaking step reflects our long-standing commitment to excellence, innovation, and leadership not only in medicine, but also in sustainability, equity, inclusion, and transparency.

Sustainability is not a trend. It is a mindset — a declaration that healthcare must care for the planet, respect and uplift every individual, and be governed with integrity. These values are deeply rooted in Sheba's DNA. Our vision, "Hope Without Boundaries," now extends to how we protect our environment, empower our diverse communities, and operate responsibly in an ever-changing world.

As we embark on this journey, we do so with humility, determination, and the belief that healthcare systems can — and must — lead the way. Sheba will continue to pioneer, to influence, and to build a sustainable future for generations to come.

This report is only the beginning.

Prof. Yitshak, M.D.
Director General, Sheba Medical Center



Message from Sheba's ESG Leadership Team

When God created Adam, the first human, He took him and showed him all the trees in the Garden of Eden and said to him:

“See my creations, and how beautiful and exemplary they are. Everything I created, I created for you. Make sure you do not ruin or destroy my world, for if you do, there will be no one to mend it after you.”

Ecclesiastes Rabbah 7:13

In 2023, the World Health Organization (WHO) identified the climate crisis as the greatest threat to health in the current century. In light of this reality, the healthcare system cannot fall behind. It needs to demonstrate leadership, resilience, and initiative, not only by preparing for evolving medical challenges but also by taking decisive action to prevent and mitigate climate change.

The healthcare system has a dual role: it is responsible for approximately 5% of total global greenhouse gas emissions, which contribute to climate change. On the other, it is entrusted with providing care to populations where the impacts of climate change are felt earliest and most acutely. This profound responsibility necessitates action — driven by a commitment to both human health and the environment.

Climate impacts will affect every area of the healthcare system — they will worsen morbidity and deepen the inequalities that currently exist in society. They will also require the healthcare system to create a profound change in treatment practices and medical services, and to rethink technologies, infrastructure, and services.

The challenge before us is intricate and multifaceted, but we can do it.

This ESG report reflects a profound process that has been taking place at Sheba over recent years. It reflects our belief that sustainability is not merely an afterthought, but rather a fundamental component of the identity of a progressive, equitable, and responsible healthcare system. Guided by this principle, we strive to advance

strategic and operational actions, identify opportunities, strengthen knowledge infrastructures, promote collaboration, and harness the dedication of our teams to address the global and national challenges of our time.

This report, while the first, will not be the last. By publishing it, we commit to continuously leading the way in environmental and social responsibility and to spreading beacons of hope.



Lee Get
VP Strategy,
Sheba Medical Center



Ayelet Dressler
Head of ESG,
Sheba Medical Center



BRING THEM HOME NOW



Mutual responsibility is the foundation of any society that aspires to morality, integrity, and justice. The safe return of every hostage is not just a hope—it is a moral imperative.

ESG Highlights



Environment

3%

decrease in our carbon intensity (tCO₂e/visits) from 2023 to 2024

50%

decrease in paper use since 2019 due to the “paperless hospital” initiative

3%

drop in water consumption from 2023 to 2024

2,000

trees to be planted within 5 years, with **1,000** already planted

1,726 tons

saved due to avoided travel through Sheba BEYOND



Social & Community

89.3

gender equality score in the Israeli Government's Civil Service Commission's metrics

22%

employees are from diverse populations

62%

middle managers are women

14,700+

academic hours of training sponsored by Sheba

1,307

long-term volunteers, committed to at least 6 months



Innovation

Sheba ARC

\$140 million

in investment funds, **283** patents, **245** trade licences, and **112** startup companies, **10** Arc sites working to reduce healthcare inequity gaps dozens of which are Sheba spin-offs that have raised a total of **\$5.8 billion**

Sheba BEYOND

114,528

outpatient consultations conducted virtually



Governance

0

data breaches or patient information leaks

0

violations of regulations

ABOUT SHEBA

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Background

Established in 1948, Sheba Medical Center is the largest, most comprehensive healthcare facility in the Middle East, a recognized leader in patient care, ranked among top 10 best hospitals in the world according to Newsweek magazine.



Standing at the forefront of clinical research, innovation, and medical education, Sheba is committed to providing patients everywhere hope without boundaries by sharing its knowledge and experience with healthcare professionals and institutions worldwide

Sheba is located on a 200-acre campus in Tel HaShomer, with:



11,000
employees



446,000
patients treated in 2024



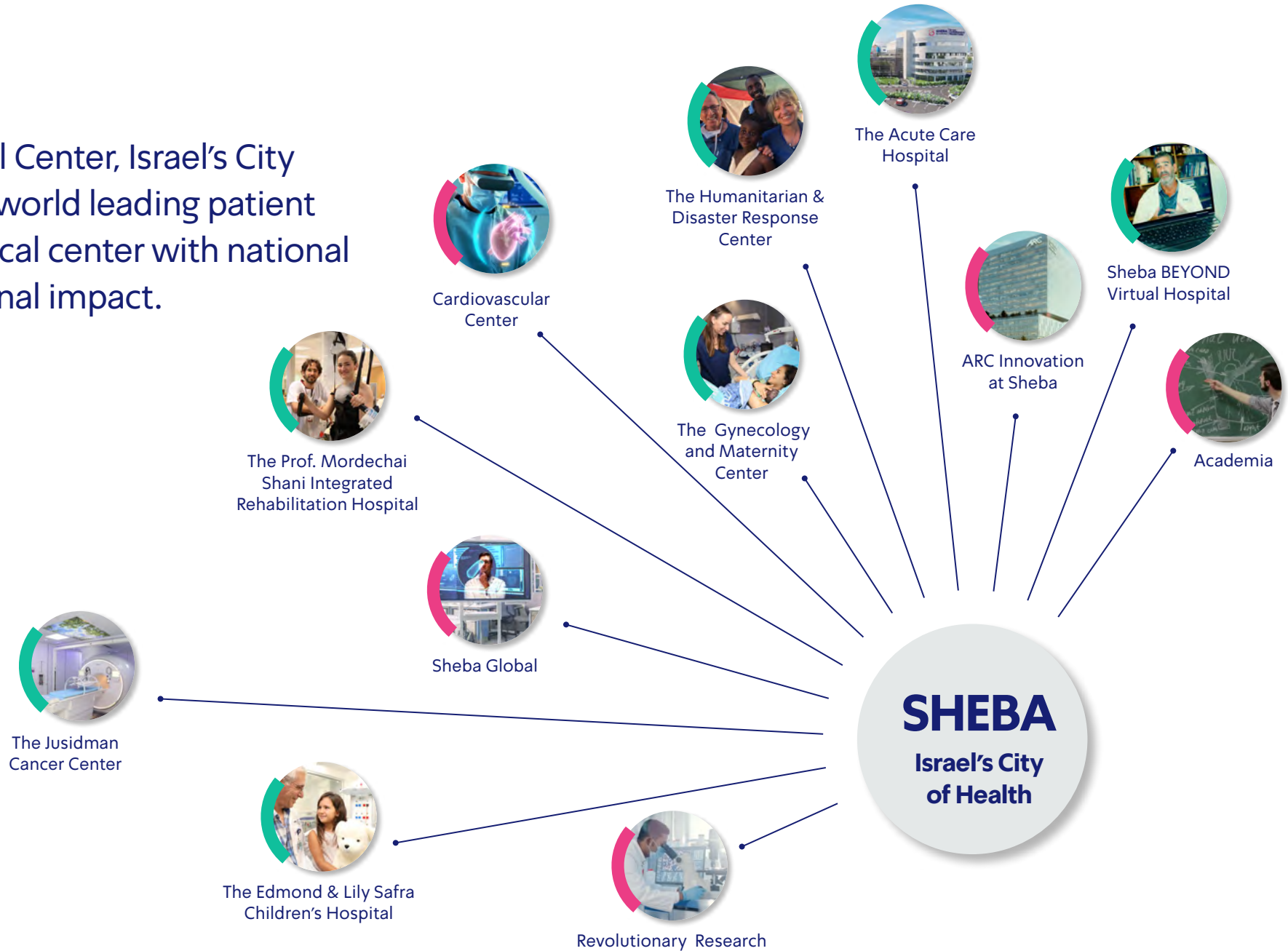
~2,000
beds

Sheba conducts a quarter of the clinical research in Israel, the most of any institution in Israel. With over 90 research groups, it is the leading medical institution in Israel regarding the volume and impact of scientific publications, with staff publishing ~1,800 articles annually. A key priority for the research teams at Sheba is fostering collaboration with leading academic and research institutes, both domestically and internationally.

Sheba's academic department fosters multidisciplinary health and medical studies, educating and training thousands annually. There is also a strong emphasis on investing in the next generation of medical professionals and the training of doctors through collaborations with Tel Aviv University, Ariel University, the University of London and the University of Nicosia in Cypress, as well as the establishment of two new medical schools in Israel in partnership with Reichman University and the Weizmann Institute.

Vision

Sheba Medical Center, Israel's City of Health, is a world leading patient oriented medical center with national and international impact.



Israel's City of Health

Sheba Medical Center's mission is to be a leader in the Israeli health system and serve as a global model through its patient care, advanced technology, research, and innovation as exemplified by its role as Israel's City of Health. This concept is rooted in the idea that health is not a financial burden on the state, but rather a driving force for economic growth.

As the City of Health, Sheba delivers advanced patient care while promoting the detection and prevention of health concerns. It treats not only the sick but also maintains a comprehensive therapeutic continuum for individuals in our care. We provide ongoing solutions for all medical needs throughout a person's life – including prevention, prediction, diagnostics, precision medicine, and, when necessary, treatment and rehabilitation.

We are pioneering a transformative ecosystem that accelerates healthcare innovation to make a meaningful global impact. We cultivate a dynamic ecosystem powered by AI and advanced technologies, and through our strategic focus on digital health solutions, fostering open innovation, and advancing cutting-edge research, we create an environment where breakthrough medical technologies flourish – for Israel and globally.


Israel's City of Health encompasses an expansive space, with the Sheba Medical Center at its center, dedicated to promoting health. It will also be home to residents, employees and the medical

center of the future. With our public and private sector partners, we offer a holistic approach toward health, with a focus on a healthy lifestyle. This comprehensive approach enables our staff to predict states of illness and promote proactive prevention, and provide the highest quality patient-centered medical care. Innovative, groundbreaking technological solutions will redirect the focus of medical treatment to the patients in their natural surroundings, lower the severity of illness, and restore the patients' function and routine through rehabilitation, as needed.


We are determined to meet the health challenges of the future, lead the next revolution within the Israeli health system, and continue to be trailblazers on an international level.




Our Values



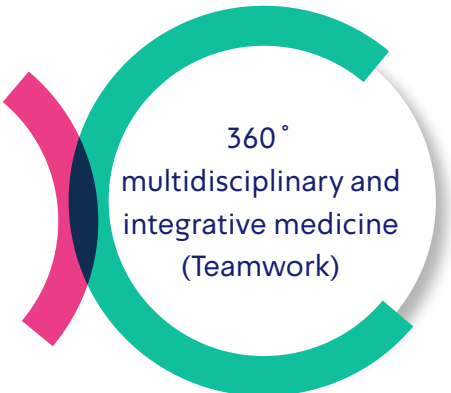
Promoting,
medicine, research,
and teaching




Uncompromising
medical excellence,
quality, and
professionalism



Humanity, respect,
compassion,
dedication,
and mutual
responsibility



360°
multidisciplinary and
integrative medicine
(Teamwork)



Daring and
realizing
dreams



National
responsibility,
international
leadership

Sheba Highlights

Sheba Medical Center includes:



The Acute care Hospital



The Gynecology and Maternity Center



The Edmond & Lily Safra Children's Hospital



The Prof. Mordechai Shani Integrated Rehabilitation Hospital



Sheba BEYOND Virtual Hospital



The Jusidman Cancer Center

Located on a 200 acre (650 dunam) campus in Tel HaShomer, near Tel Aviv, Sheba includes:



~500,000
built square meters



159
medical departments and clinics



~2,000
beds



75
laboratories



2,200
doctors



~11,000
employees

Expanding our Services



	2023		2024
Hospitalization Days	616,300	↑	637,683



Patients	427,891	↑	446,237
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Surgeries Performed	65,981	↑	67,452
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Emergency Room Visits	230,317	↑	245,636
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Number of Births	10,526	↑	11,591
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Outpatient Visits	1,869,648	↑	1,992,679
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Virtual treatments through Sheba BEYOND	76,764	↑	114,528
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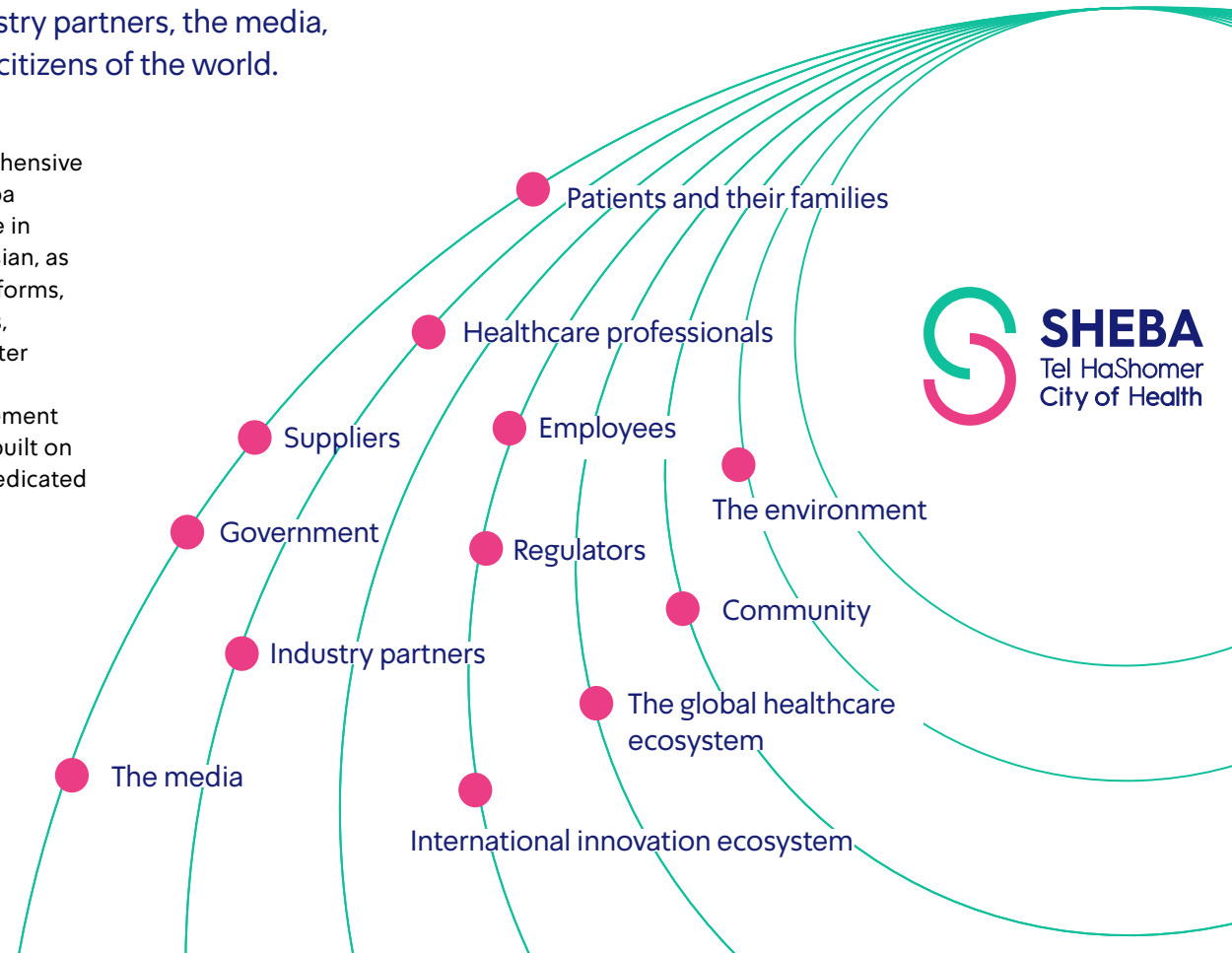
Sheba was the first Israeli hospital to earn the Joint Commission International (JCI) Gold Seal as an academic and clinical medical center. First awarded in 2013, this recognition, given every 3 years, has been reaffirmed through 2023. The next accreditation process is already set to take place in 2026.

Commitment to Stakeholders

As Israel's largest medical center and one of the most influential institutions in the national and global healthcare landscape, we recognize that our responsibility extends beyond our core mission. We are committed to shaping the future of healthcare and driving meaningful policy change. Our broad sphere of influence not only impacts but is also shaped by a diverse range of stakeholders. This includes patients and their families, healthcare professionals, employees, suppliers, regulators, industry partners, the media, the wider community, the global healthcare ecosystem and the citizens of the world.

We believe in transparency and direct engagement with our stakeholders, fostering a dynamic and tailored dialogue that reflects diverse needs. We maintain continuous communication through a variety of channels—both digital and human—including Sheba Connect, a dedicated app for patient engagement, customer service centers that integrate human representatives with AI-driven solutions, and targeted newsletters designed for different audiences, such as the general public, donors, students, and healthcare professionals. Additionally, we actively conduct surveys and roundtable discussions to gather insights, address concerns, and enhance collaborate.

Furthermore, we provide comprehensive updates and insights via the Sheba Medical Center website, available in Hebrew, English, Arabic, and Russian, as well as through social media platforms, conferences, in-person meetings, and live events. Our goal is to foster meaningful, stakeholder-specific communication, ensuring engagement that is relevant, responsive, and built on mutual trust, transparency and dedicated action.



MANAGING SUSTAINABILITY

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Vision & Goals

As a leading medical center in Israel and internationally, Sheba Medical Center is committed to environmental leadership alongside excellence in healthcare. We recognize our responsibility to have a positive impact on Israeli society as we advance human and environmental health on the national and global levels.

Vision

We believe modern healthcare requires a paradigm shift towards more sustainable, patient-centered operations. As the City of Health, we are pioneers in the transformation of environmentally responsible hospitals, and we foster innovative solutions that accelerate and transform global healthcare – while safeguarding the environment.

With our wide-ranging scope of operations, we acknowledge our significant environmental impact and the potential effects of climate change on public health. We are dedicated to reducing our footprint by reducing energy consumption, enhancing operational efficiency, minimizing waste and promoting recycling, using water responsibly, and strengthening climate resilience.

We are committed to making a positive impact on Israeli society by fostering an accessible, equitable, diverse workplace that empowers our employees. As a reflection and a microcosm of Israeli society, we strive for fair representation of all populations and cultivate an inclusive organizational environment that supports this diversity.

To support these efforts, we adhere to the highest ethical standards of corporate governance and ethics to ensure we provide the best possible care and services, in full compliance with relevant guidelines and regulations.

We view these commitments as an integral part of our responsibility towards our patients, employees, community, and the planet.

Goals



Environment

We are dedicated to minimizing our environmental footprint, responsible use of resources, and addressing the climate crisis. We do this by reducing our greenhouse gas emissions, energy consumption, and waste; developing green buildings; fostering an environmentally responsible supply chain; and enhancing our resilience to the impacts of climate change.



Social

We are committed to fostering a diverse, empowering, and inclusive workplace that supports social cohesion and is free from discrimination. We prioritize providing our employees with opportunities to develop cutting-edge knowledge and skills, supporting their continuous growth and professional development. We are dedicated to promoting health equity and accessibility and strive to ensure all individuals receive world-class health care.



Governance

We maintain the highest standards of governance, adhering to all applicable laws, regulations, and ethical standards. We ensure management's professional independence, drive continuous improvement through regular self assessment, and maintain transparency with the public

Our Material ESG Topics

We conducted a comprehensive analysis to identify our material ESG topics. This included examining our operations, workforce, and governance, benchmarking against leading international medical centers, and conducting in-depth interviews with internal stakeholders, in partnership with external consultants.

We prioritized areas that are relevant to Sheba, implementable, and have the greatest potential impact. We also considered Israel-specific issues like climate adaptation, waste management, and diversity. We also prioritize greenhouse gas emissions, which are a major environmental and economic challenge organizations worldwide face today. This process allowed us to define our key environmental, social, and governance top goals.

Our key environmental, social, and governance priorities

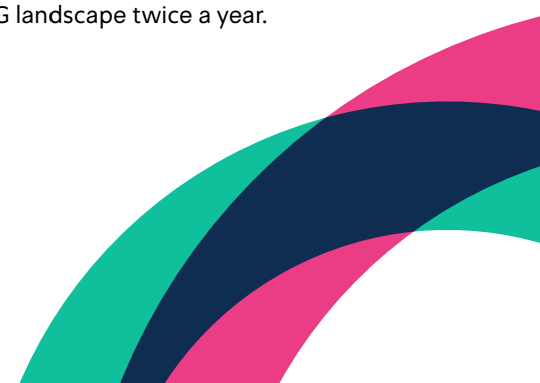
ENVIRONMENTAL	Reducing Greenhouse Gas Emissions
	Waste Reduction
	Preparing for Climate Change and Building Climate Resilience (Adaptation & Resilience)
SOCIAL	Employee Development & Training
	Diversity, Equality, and Inclusion among Employees
	Health Equity
GOVERNANCE	Ethics in Practice
	ESG Transparency & Reporting

Sheba's sustainability efforts are directed by the VP of Strategy, Communications, and Sustainability, with the ESG Manager responsible of formulating and implementing policy and managing the ESG activities.

To establish our comprehensive sustainability strategy, we engaged an external consulting firm to develop our short and long-term sustainability strategy. This process included a thorough review of existing hospital sustainability efforts, in-depth research on healthcare's environmental impact, a materiality analysis, and the identification of key priorities to focus on. In addition, we completed a Scope 1 and 2 emissions mapping and in 2025 we will establish emission reduction targets and a workplan to achieve them.

In 2024, complementing our strategic planning, we conducted two management forum lectures to raise

awareness of ESG issues. The first, given by the Chief Scientist of the Ministry of Environmental Protection, covered climate and environmental challenges and their impact on healthcare, significantly enhancing management's ESG understanding. The second was presented by our ESG Manager during a strategic planning day, and reviewed the global ESG regulatory landscape, the implications of climate change on healthcare, and current trends and best practices. Toward the end of 2024, we established our ESG workplans for 2025-2026, which were approved by management and the Director General of the medical center. The ESG manager reports to Sheba's senior management on our ESG efforts and the global healthcare ESG landscape twice a year.



SDGs

Our ESG strategy and programs take into consideration the UN Sustainable Development Goals (SDGs), with a focus on those that are most relevant to our operations.



Good Health & Wellbeing

Goal: Ensure healthy lives and promote wellbeing for all at all ages.

We are dedicated to providing the highest quality of healthcare and making it accessible to all. We offer a holistic approach to patient care, addressing both medical and emotional needs. We have programs that offer tailored support to diverse and marginalized communities in Israel, and also deliver humanitarian aid and disaster response globally. Through Sheba BEYOND, Israel's first virtual hospital, and our broad telehealth services, we ensure patients receive medical care, regardless of location. This includes reaching individuals in geographic and social peripheries, enhancing access to quality healthcare and promoting overall well-being.



Quality Education

Goal: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.

We promote inclusive and lifelong learning by providing educational opportunities for individuals across all levels of training and professional development.

For our employees, we offer a broad spectrum of academic, clinical, and ongoing professional training programs tailored to administrative, clinical, and support staff. We are especially proud of our program that enables staff members to complete their high school education—reflecting our belief that personal and professional growth should be accessible to all. In addition, we operate an education fund that awards scholarships to employees' children.

As a teaching hospital, Sheba trains thousands of students and healthcare professionals annually. Our academic departments lead multidisciplinary medical education and collaborate with leading universities in Israel and abroad to shape the next generation of healthcare professionals.



Gender Equality

Goal: Achieve gender equality and empower all women and girls.

We are committed to fostering an inclusive work environment and provide lectures and training on gender equality. In 2024, we improved our gender equality score in the Israeli Government's Civil Service Commission's metrics, rising to a score of 89.3 (a 1.5% increase from 2023), with strong performance in organizational equitable climate (score of 100). We offer a variety of mentoring programs for female interns to encourage and support them in pursuing senior positions, and support them in pursuing entrepreneurial opportunities.



Decent Work & Economic Growth

Goal: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

As a large and influential healthcare organization, we are a driver for economic growth. We invest significantly in medical innovation, and in the past year, startups in Sheba's investment portfolio were sold for nearly \$1 billion. We believe that health is an investment, not a cost, and serves as the foundation for a growing, fair, and prosperous society.

As Israel's City of Health, Sheba envisions health as a key driver of economic growth and prosperity for the country. As one of the largest employers in Israel, we contribute to the country's economic growth and ensure fair wages and safe working conditions for our employees who are primarily employed directly under a permanent contract. We invest significant resources to provide continuous professional development and training opportunities for employees to enhance their skills and career development.

We work to promote an inclusive workplace environment that fosters a sense of belonging, with equal opportunities for all employees. We operate kindergartens on a regular basis and offer other learning frameworks for employees' children during vacation and times of emergency, in order to create a supportive workspace and enable economic growth.



Industry, Innovation & Infrastructure

Goal: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation

We prioritize innovation in healthcare and are actively working to design the healthcare system of tomorrow. Our innovation strategy is expansive, encompassing remote care, digital health platforms, and AI-driven diagnostic tools, and we invest in transformative healthcare research and technologies with national and global impact. With over 90 research groups, we are a leader of clinical research in Israel and foster collaboration with leading academic and research institutes in Israel and globally. Through ARC, Sheba's Center for Digital Innovation, we are leading healthcare innovation and transformation efforts on a global scale, with a pipeline of innovative solutions and technologies designed to facilitate large-scale transformation in the healthcare sector. We have a share in the management of 3 VCs and are partners in one incubator and one accelerator. In addition, we are committed to enhancing our supply chain efficiency and supporting sustainability in the healthcare industry.



Reduced Inequalities

Goal: Reduce inequality within and among countries

We serve all members of Israeli society, and believe it is essential that our workforce reflects all aspects of Israeli society, at every level. We are committed to creating equal employment opportunities in recruitment, retention, and promotion. We take proactive measures to create a supportive and inclusive environment. Our Diversity Director oversees diversity and inclusion efforts center wide, and we comply with all Civil Service Commission's guidelines to promote diverse employment, prevent discrimination, and ensure a supportive and inclusive environment. In addition, we foster broader social cohesion, in alignment with our view that healthcare is beyond any social division and discord.



Sustainable Cities & Communities

Goal: Make cities and human settlements inclusive, safe, resilient, and sustainable

Through the Sheba 2045 master plan, we are working in collaboration with municipalities, leading institutions and the business sector to develop sustainable

medical infrastructure needs, high quality public space, and sustainable transportation to connect the campus with surrounding communities and new regional public transportation systems. We apply the Israeli Green Building Standard 5281 to all new buildings, and we plan to transform the ecological lake located on campus to a water retention basin integrated into the regional stormwater system.



Climate Action

Goal: Take urgent action to combat climate change and its impacts

Our environmental initiatives and programs, including our energy management program, including our ambitious 2050 net zero target, help us be part of the global fight against climate change and represent our commitment to finding proactive, innovative solutions for a healthier future. We are implementing measures to enhance climate resilience across campus, and working to further develop our environmental action plan, including setting specific goals and targets. Through the Center for Climate Medicine & Human Health, we investigate the effects of climate change on human health, with research aimed to raise awareness, plan for interventions, and inform health policy.



Partnerships for the Goals

Goal: Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development

Sheba partners with diverse healthcare professionals, providers, start ups and business organizations globally to promote equitable and accessible quality healthcare as well as economic growth. We established the Future of Health Community forum which fosters international collaboration for healthcare innovation, and are members of Global Green and Healthy Hospitals, the international network committed to reducing healthcare's environmental footprint and promoting public and environmental health. The Humanitarian & Disaster Response Center (HDRC) at Sheba sends missions to guide and aid local medical teams around the world, including in developing countries, and provides medical professionals with the tools and training needed to handle large-scale medical emergencies around the world. It conducts research in disaster and emergency medicine and collaborates with other academic institutions in Israel and around the world to develop novel projects and techniques to improve patient care and the management of complex medical scenarios.

ENVIRONMENTAL RESPONSIBILITY

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Managing our Environmental Impact

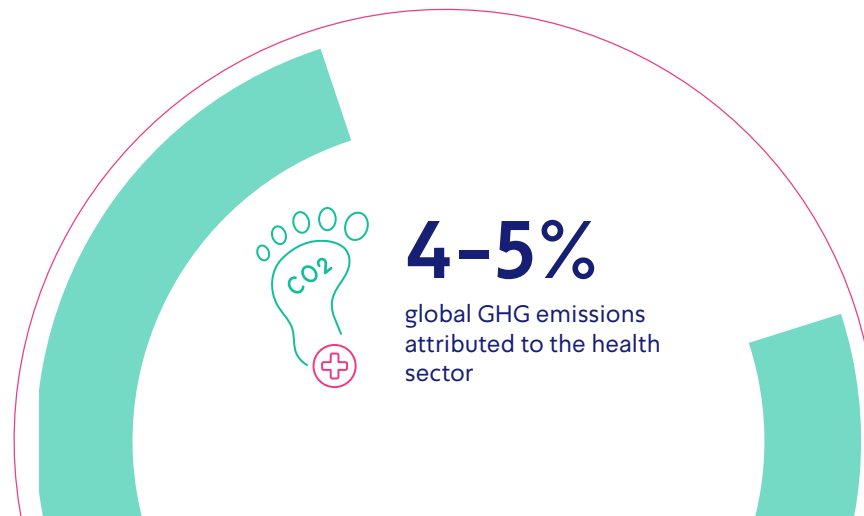
Sheba is committed to being a leader in environmental management in healthcare. We aim to set the standard for Israel's healthcare sector in greenhouse gas emissions reporting and energy and waste management, and to serve as a model for a sustainable City of Health, nationally and globally.

The effects of global climate change are already being felt worldwide, leading to a range of environmental, health, social, and economic impacts. As a leading health provider, Sheba is committed to implementing robust climate change adaptation and mitigation strategies and to leverage a range of advanced technologies to do so. Climate change is also a public health concern, since the increase in extreme heat and cold

weather can exacerbate illness. To reduce our environmental impact, including our carbon footprint, Sheba is developing a comprehensive environmental management program that focuses on reduced energy consumption, optimized waste reduction and recycling, and the responsible use of natural resources. These efforts align with our concern for patients' health and maintaining the highest standards of treatment, while striving for continuous improvement of operational efficiencies.

We adhere to all relevant environmental protection laws and regulations and there were no instances of violating such laws in 2023 or 2024.

Furthermore, we are implementing measures to enhance climate resilience across our campus, and we are incorporating sustainable practices into our new buildings and built environment projects. We are developing our environmental action plan, including setting specific goals and targets. Our environmental initiatives and programs, detailed below, help us be part of the global effort against climate change and represent our commitment to finding proactive, innovative solutions for a healthier future.



3%

decrease in our carbon intensity (tCO₂e/visits)



50%

decrease in paper use due to the "paperless hospital" initiative



3.3%

decrease in our water consumption



Moving towards

100%

energy from natural gas



5%

decrease in the amount of waste produced per outpatient and ER visit

Building a “City of Health”

As we transform Sheba to a “City of Health”, we prioritize sustainable and accessible urban development. We are developing a long-term master plan, Sheba 2045, in coordination with the municipality of Ramat Gan, which addresses a range of planning issues, such as medical infrastructure needs, high quality public space, and transportation. The plan preserves a continued network of open green spaces for human well-being, creating a “Path of Health”.

In addition, as we expand, we are committed to implementing green building practices to ensure environmentally responsible development.

Sheba Without Borders

We have taken steps to remove traditional boundaries and implemented physical changes to connect our campus with the surrounding community by removing perimeter fencing, creating bike lanes that link the nearby city, and increasing tree coverage. These initiatives support our ‘Sheba Without Borders’ vision and represent a transformative approach to healthcare institutions in Israel.



Green Building



Any large-scale construction has significant environmental impacts, both during the construction phase and throughout the building’s future use, related to energy and water use, waste management, and other factors. Sheba has been in the midst of a dramatic 6-year building expansion, and to reduce the environmental impacts of this construction boom, it applies the Israeli Green Building Standard 5281 to all new buildings.

The standard, in line with other international green building standards such as LEED, sets green building parameters for a variety of building types, including health institutions. It awards points for meeting specific conditions across construction and building topics, including energy, land, water, materials, health and welfare, waste, transportation, management, and innovation.



Our Energy Efficient New Laundry Facility

We process nearly 3,900 tons of laundry a year: linens, towels, employee uniforms, and more. This essential operation consumes significant energy and water resources, as well as cleaning chemicals. As the current laundry facility is reaching the end of its operational efficiency, we have been building a new, more sustainable laundry facility on campus, scheduled to open in June 2025.

The new facility is being built according to the Israeli Green Building Standard and includes a range of innovative and sustainable features. To optimize energy efficiency in the new building, we conducted a comprehensive energy survey of the existing which identified several opportunities to integrate advanced energy savings systems. The building will feature a ventilated air gap within the roof's finishing layers, equipped with permanent grilles to remove excess heat.

To address the heat generated by the facility's laundry machines and make the space more comfortable for the 70 employees who work there, we are implementing a dual acclimatization approach. Workstations will be cooled locally through natural ventilation in the laundry area, and an energy efficient air conditioning system will operate in enclosed spaces, supplemented with spot cooling to manage cooling demands effectively. Beyond its enhanced energy efficiency, the building's design maximizes natural daylight in workspaces, creating a more pleasant work environment for the employees. We are in the process of implementing a major goal, phasing out the use of perchloroethylene in our dry-cleaning process, which is a widely used hazardous substance. This will also reduce the wear and tear of our textiles.



3,900 tons
of laundry processed every year

70 employees
in the new laundry facility



Sustainable Transportation

Located in an urban area, Sheba recognizes the importance of efficient, accessible transportation for our patients, visitors, and employees. As the City of Health, we are enhancing accessibility by promoting walking, cycling, and public transportation. Bike lanes are being added to campus, we operate a ride system to support employee commuting, and we have electric shuttles running throughout the campus. In addition, only electric buses are permitted to enter the campus.

These efforts promote public health by encouraging physical activity, reducing environmental pollution and carbon emissions from private vehicle use, and contributing to more livable communities with decreased traffic congestion.

Sustainable Commuting

To enhance the employee commuting experience and reduce the use of private vehicles, we operate a robust Sheba employee shuttle service that includes 19 buses and minibuses. Employees can easily access this service through a dedicated mobile app, and we currently operate 24 lines serving 1,200 employees. We continuously assess employees' needs and optimize our shared transportation options to support increased participation.



640 people

use the electric shuttle daily

Easing Movement on Campus

As the Sheba campus spans 650 dunam (200 acres), we operate an electric shuttle to help patients and guests get around easily. The service transports about 640 people daily and includes 4 electric shuttles making a continuous loop around the campus, stopping at 14 stops. The system maintains an average wait time of just 7 minutes and provides a convenient way for people to move around the campus, without having to drive or walk in case they have limited mobility.

7 min.

an average wait time

Small Logistical Vehicles

We have 360 vehicles that support our logistical needs and daily operations, and help visitors and patients move around our campus. They include club cars, trucks, tractors, minibuses, and others. In recent years, the medical center has been replacing most of its vehicles with electric ones, and **in 2024, around 50% of the vehicles were replaced, so all small maintenance vehicles on campus are now electric.**



~50%

of the vehicles were replaced with electric ones

Reducing Emissions Use through Sheba Beyond

BEYOND שיבא
בית החולים הווירטואלי



As Israel's first virtual hospital, Sheba BEYOND is a leader in providing remote care across the patient treatment cycle, from pre-surgery consultation to rehabilitation activities

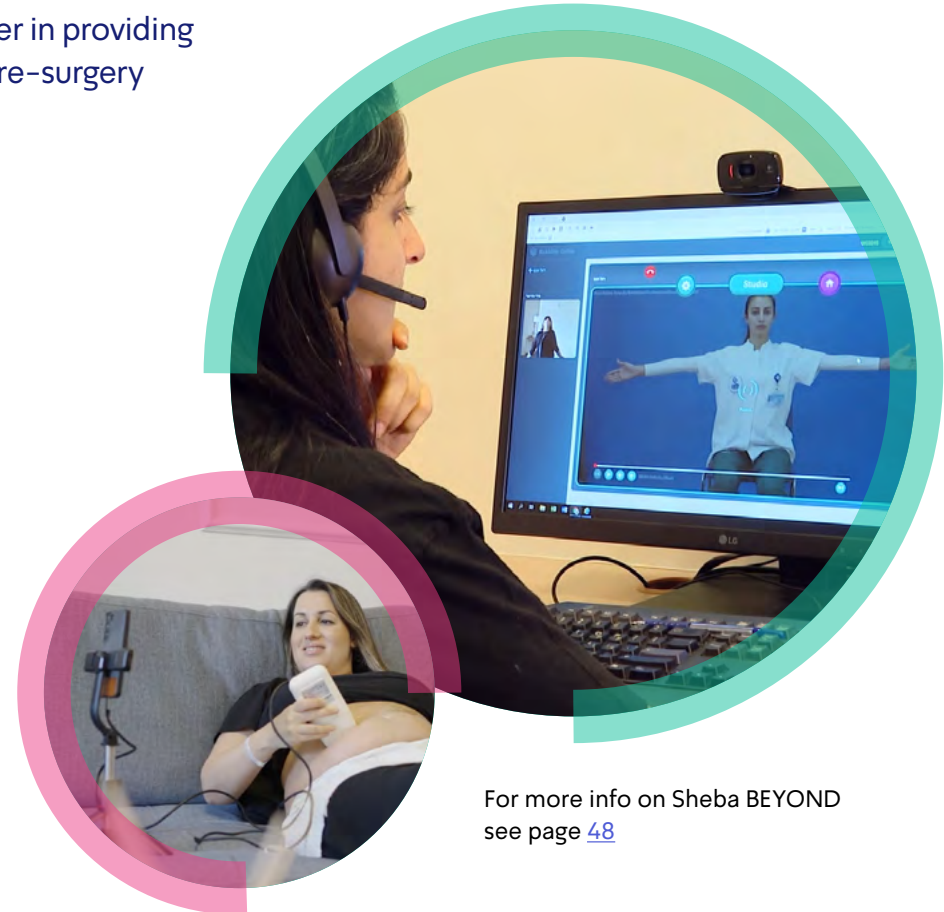
Sheba Beyond's services are designed to replace both **outpatient visits** and **inpatient admissions**, with the aim of improving the overall quality of care for patients. In addition to enhancing the patient experience, Sheba BEYOND's services have a range of environmental benefits.

- Converting in-hospital admissions to remote or hybrid hospitalizations removes the need for hospitality services, such as cooking, food delivery, cleaning services, laundry, etc., leading to reduced material use, resource optimization, and cost savings.
- Converting outpatient visits to teleconsultations decreases travel to and from the hospital, thereby reducing GHG emissions, air pollution and traffic congestion on the roads and in hospital parking areas.

According to an internal analysis conducted on ~300 patients treated by Sheba BEYOND, a total of 1,515 outpatient visits were avoided thanks to virtual care. The average round-trip distance avoided due to the virtual sessions is ~90 km per session. Based on this information, we extrapolate that for the 114,528- telemedicine consultations at Sheba BEYOND in 2024, approximately 1,716 metric tons of CO₂e were saved, due to avoided travel. This is the equivalent to the electricity use of 360 homes for one year.

1,726 tons

of CO₂e saved due to avoided travel



For more info on Sheba BEYOND see page [48](#)

Green Label for Environmental Protection

In 2024, we were proud to receive the Israeli Green Label for environmental quality after extensive work that involved making adjustments in many logistical and maintenance aspects. The Label is awarded by the Standards Institution of Israel, which is in charge of writing of standards that ensure the safety and soundness of products, services, and processes. It is awarded to institutions that meet stringent standards for eco-friendly planning, construction, and operations, all while upholding public health and quality of life.

To earn the Green Label certification, Sheba met a range of criteria, including eco-friendly planning and construction; using environmentally friendly materials; saving energy; managing water and waste efficiently; adopting eco-friendly procurement policies; encouraging a culture of resource conservation among

staff and patients; and adhering to environmental regulations.

The certification is a public recognition and official confirmation of our efforts to date, as we continue to advance our sustainability performance.



Sustainable Procurement

Sheba considers sustainability factors in its procurement process, prioritizing locally made products and those with ecological certifications.



As a government-owned hospital, Sheba's procurement policy adheres to the Israeli Finance Ministry's Chief Accountant guidelines and the directives of the Ministry of Health.

All purchased equipment must first comply with the Health Ministry's healthcare standards and requirements, which include clinical trials, doctor approval, pricing, service quality, and the best available technology. In addition,

Sheba considers sustainability factors in its procurement process, prioritizing locally made products and those with ecological certifications such as **EPEAT, Green Seal, EcoLogo, and Energy Star**. Recently, a dedicated staff member was appointed to oversee sustainable purchasing, and new work plans have been established for 2025 to implement new sustainable procurement projects.



Our Carbon Footprint

The global health sector, whose mission is to protect and promote health, has a significant impact on the climate crisis, with estimates that its climate footprint is 4–5% of global net emissions, double that of the aviation sector, and up to 8% of national emissions in developed countries. In recognition of this, and of our significant operational impacts as a large medical center, it is our responsibility to minimize our environmental footprint, and we take proactive measures to do so.

Sheba is committed to achieving
**net zero greenhouse
gas emissions by 2050**

Our environmental initiatives and programs, detailed below, help us be part of the global effort against climate change and represent our commitment to finding proactive, innovative solutions for a healthier future.

Human produced greenhouse gases (GHGs) are the main cause for global climate change and the scope of emission of these gases emitted by an organization is its carbon footprint. We measure our carbon footprint in alignment with

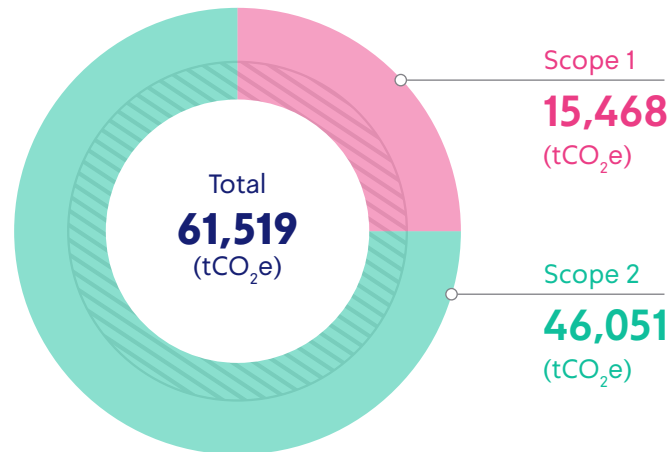
the GHG Protocol global standardized framework to measure and manage GHG emissions.

Scope 1 emissions are **direct emissions** from Sheba's activities as a result of our onsite energy generation and the use of the medical center's vehicles, refrigerants, and anesthetic gases.

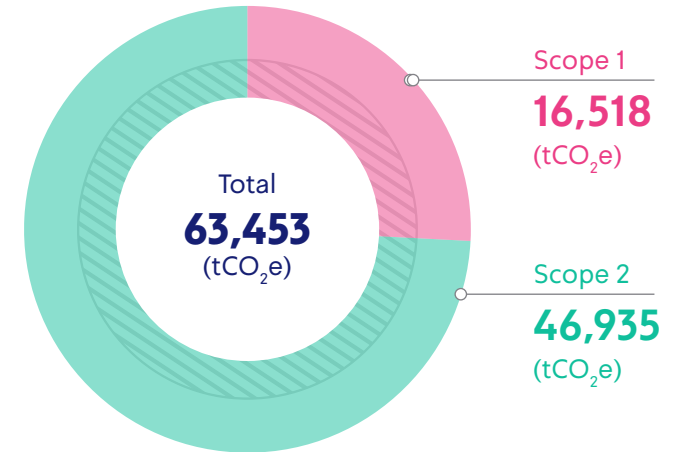
Scope 2 emissions are **indirect emissions** from purchased electricity used at the Center.

In 2024, our total Scope 1 and 2 carbon footprint increased by 1,934 tons CO₂e, a 3% increase compared to 2023. This is due to the increase in our operations, as demonstrated in the carbon intensity information presented below.

 **Scope 1 & 2 (tCO₂e), 2023**



 **Scope 1 & 2 (tCO₂e), 2024**



Scope 1

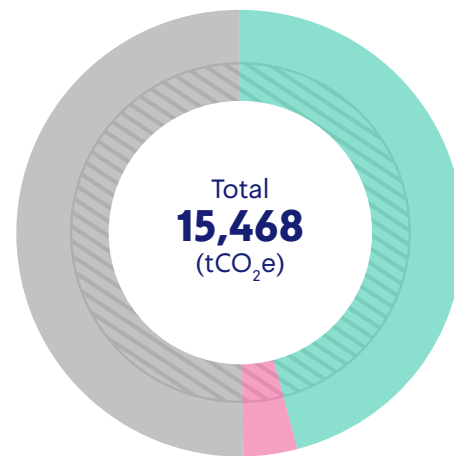
Our scope 1 emissions in 2024 were 16,518 tCO₂e. This is mainly attributed to our onsite steam and heat generation, used for heating and hot water throughout the campus, as well as for sterilization of medical instruments and devices.

Other sources include the fuel used for on site emergency generators and our vehicle fleet. As an essential medical center, we must ensure an uninterrupted power supply to campus. Our onsite generators are powered by diesel and are on standby to immediately activate during an electrical grid failure. They are periodically tested to ensure performance and readiness. Sheba's operational vehicle fleet includes 15 ambulances, 16 buses and minibuses, 9 trucks, 4 tractors, and 23 other operational vehicles.

Scope 1 emissions also encompass refrigerant gases from our air-conditioning systems, and we continuously seek to optimize these systems through technological updates to minimize leakage. Additionally, waste anesthetic gases, exhaled by patients during surgery, are also included in Scope 1. These include primarily N₂O, sevoflurane, and isoflurane.

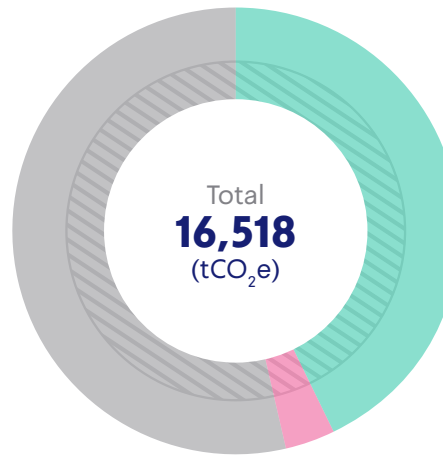
In 2024, our Scope 1 emissions increased by 7% from 2023, due to the constant increase in the hospital's operations. For a normalized account of our carbon emissions see our carbon intensity on the following page.

 **Scope 1 (tCO₂e), 2023**



- **7,129** Stationary GHG sources
- **575** Mobile GHG sources
- **7,764** Fugitive emissions

 **Scope 1 (tCO₂e), 2024**



- **7,102** Stationary GHG sources
- **585** Mobile GHG sources
- **8,831** Fugitive emissions

Scope 2

Sheba is Israel's largest medical center and it purchases all its electricity from a power plant that operates solely on natural gas, unlike the rest of Israel's power grid, which relies on a mix of energy sources. The power plant is operated by Dalia, the largest private power supplier in Israel, and has a carbon intensity approximately **14% lower** than that of the national grid. Our scope 2 emissions for 2024 were 46,935 tCO₂e, a result of the 116,754 MWh of consumed electricity.

Fugitive emissions are unintended gas or vapor releases into the atmosphere, primarily from anaesthesia gases used in operations.

Electricity consumption rose slightly in 2024 compared to 2023, due to the increase in our total operations.

Scope 2	2023	2024
Electricity Consumption (MWh)	114,555	116,754
GHG Emissions (tCO ₂ e)	46,051	46,935

Carbon intensity

To help us manage our GHG emissions, especially as we increase our operations and services, we also track our carbon intensity. For our carbon footprint to best reflect the scale of our operations compared to our carbon emissions, we examined them against three aspects that best represent our activity: built square meters, in patient treatments (hospitalizations days) and outpatient

treatments (ambulatory and ER visits). While the built area has not changed from 2023 to 2024, the number of hospital visits rose by 7%, **leading to a 3% decrease in our carbon intensity**. The rise in GHG emissions per square meter is due to the rise in our activity, as seen in the other parameters, while the built areas remained the same.



Carbon intensity (scope 1&2) (tCO₂e/unit)

	2023	2024	Change
Per visit (outpatient and ER)	0.029	0.028	-3%
Per hospitalization day	0.1	0.1	0%
Per built square meter	0.12	0.13	+3%

Air Emissions

Emissions from our onsite steam and heat generation are regularly monitored and samples are collected to detect pollutants and ensure levels do not exceed the permissible limits set by the Israeli

Ministry of Environmental Protection. Once our groundbreaking onsite cogen power plant facility is operational in 2025, we anticipate our air emissions to be even lower.



Air emissions (kg)

	2024
Particulate Matter	23
SO ₂	54
NOx	2,058
Carbon Monoxide	67

Mitigation

Energy Management

We actively pursue and implement energy management strategies and are consistently improving operational efficiency, minimizing our environmental impacts, and lowering associated costs.

Our vision is to enhance our long-term energy independence through leveraging efficient in-house energy production, to increase our share of renewable energies, and transition to reduced-carbon energy sources. We are currently conducting a comprehensive energy survey, performed every five years according to Ministry of Energy's guidelines.

Our energy management program is led by the Chief Engineer, in consultation with industry experts, and supported by a dedicated facilities team that works to ensure the efficient, reliable use of energy across the medical center – 24/7. We continuously seek to improve our performance in the energy field, and we are currently in the process of establishing strategic and performance targets and a road map to reduce our carbon impact through our energy sources and management.

Energy Sources

We actively work to reduce our carbon footprint through strategic energy source transitions. In addition to sourcing electricity from the Dalia power plant, which operates solely on natural gas, we have implemented significant changes in fuel sources for our onsite heat and steam production. Over recent years, we have shifted from diesel to LPG, and in 2024, we successfully converted half of our energy centers including 4 boilers to run on natural gas. This resulted in an estimated 5% reduction of emissions from energy generation in 2024. Furthermore, starting next year, when 2 of our flagship renewal projects, the new laundry and new kitchen, become operational, all our boilers will be powered by natural gas, which will lead to a further reduction of GHG emissions.

Our total energy consumption was 530,920 GJ in 2023 and 544,010 GJ in 2024. Out of this, 77% was from the electricity grid (in 2024 (78% in 2023) and the rest was produced on site by Sheba by natural gas (6%), diesel fuel (1%) and LPG (15%).

Additionally, we have installed solar energy systems on several rooftops throughout the campus that generate 150 kW of electricity. We are actively exploring opportunities to further expand our solar capacity, focusing on economically viable solutions.

5% reduction

in our GHG emissions in 2024 thanks to our gradual transition to natural gas

Sheba is committed to achieving
net zero greenhouse gas emissions by 2050



Energy Usage & Reduction Measures

Israel has a Mediterranean climate, with high temperatures from April to October, and mild temperatures most other months, which means there is extensive use of air conditioning almost year round. Thus, approximately 60–70% of our power consumption is used for operating the chillers that power Sheba's air conditioning and cooling systems. Thermostats are used across the Center to control air conditioning and save energy, and in clinic areas where there is no nighttime activity, we deploy automatic shutdown of air conditioners.

Lighting accounts for about 10–15% of our energy use, and to improve efficiency

we are in the process of upgrading all hospital lighting to energy-efficient LEDs. About 70% of this transition is already complete, and all new buildings are equipped exclusively with LED lighting. The rest of our energy usage, ~10%, is for the operation of large-scale medical machinery, such as MRIs and CTs.

As shown in the table, our energy intensity per visit decreased by 4% between 2023 and 2024. This is evidence that our energy management measures helped save energy even while the number of visitors increased.

Our New Cogeneration Power Plant

To enhance energy resilience and efficiency, we are constructing a new high-efficiency cogeneration (combined heat and electricity) power plant on campus. It will simultaneously generate electricity and thermal energy from a single fuel source – natural gas, and is planned to supply ~30% of our total energy use.

Cogeneration offers a significant advantage over traditional power generation by capturing and reusing waste heat. This results in 75–85%

energy conversion efficiency, compared to the 50–60% typical of conventional power plants. The electricity generated onsite will be used throughout campus, strengthening our energy independence. In addition, we plan to repurpose excess steam for use in our sterilization process. The dual production system will minimize fuel consumption and reduce GHG emissions, making it a cost-effective and environmentally solution for the medical center.



Energy intensity (GJ/unit)

	2023	2024	Change
Per visit (outpatient and ER)	0.25	0.24	–4%
Per hospitalization day	0.86	0.85	–1%
Per built square meter	1.07	1.09	2%

4%

reduction in energy
intensity of electricity per
visit thanks to our energy
management measures



Sustainable Waste Management

Hospitals produce large amounts of waste due to their extensive operations and the widespread use of disposable, single-use devices for clinical purposes and infection control. Sheba manages multiple waste streams, many of which are complex and must comply with strict regulations. In 2024, while absolute waste tonnage increased slightly compared to 2023 due to an increase in our operations, **the amount of waste produced per outpatient and ER visit went down by 5% as we rolled out waste reduction and recycling measures.**

Waste Streams



Amount of waste (tons)

Type of Waste	Amount 2023 (tons)	Amount 2024 (tons)
Recycled	556	535
Electronic Waste	25	23
Paper	161	108
Cardboard	370	329
Metal*		75
Landfilled mixed waste	13,800	14,000
Total	14,356	14,535

* Metal has been collected separately starting in 2024

Note: we are in the process of measuring the amounts of packaging sent to recycling

Medical Waste

We generate approximately 480 tons of medical waste annually, which is treated onsite and classified in the table above in the general waste category. It is carefully sorted into designated bins throughout the medical center, and is transported by our staff to an onsite sterilization facility. There, it is treated and sterilized in compliance with regulatory standards and incorporated into the general waste stream, which is then collected by the municipality. The entire collection and treatment process adheres to strict regulations, with comprehensive safety and operational procedures in place. Additionally, all relevant staff receive training in waste handling, treatment, and compliance.



5%

decrease in the amount of waste produced per outpatient and ER visit

Hazardous waste

All hazardous waste is collected onsite and then transported to be treated at a designated hazardous waste facility.



Amount of waste (tons)

Type of Waste	2023	2024
Cytotoxic (chemotherapy)	43	46
Medications	23	22
Chemical waste	3	3
Organic hazardous (includes Formalin)	56	52
Inflammables	13	0
Total	137	123

Some medical waste is classified as radioactive. To reduce the risks associated with its transportation, we treat it onsite whenever possible, adhering to the highest safety standards. Only radiative waste that does not decay within a specified timeframe is sent to an external facility for specialized treatment.

We are currently in the process of refining and improving our waste data collection methods, in order to establish data-based targets for reducing our environmental impact in this area.



Reducing our Waste

We have a range of programs and initiatives in place to reduce and recycle waste. In the past year, we set up large recycling bins for packaging waste in strategic outdoor locations throughout the campus and also started to collect metal separately for recycling. We also launched a pilot to install designated waste and recycling stations across the campus, that include 5 different waste stream collection bins: paper, packages, glass, plastic bottles and mixed waste.

In addition, we are replacing paper towels with electric hand dryers in all public restrooms to reduce waste and have installed 150 hand dryers to date. In addition to waste reduction, comparative studies* demonstrate that for each use, a conventional hand dryer has a lower environmental impact than using two paper towels, even with 100% recycled content.



5

different waste stream collection bins installed as part of a pilot



150

hand dryers installed to date to reduce waste

Going Paperless

Sheba has been committed to being a paperless campus in an effort to drastically reduce paper waste, and we have undertaken a major initiative to reduce paper use by digitalizing processes. Since 2019, we have consistently decreased our paper usage. In 2019, we purchased 66,797 packs of paper of 500 sheets each and by 2024, that number had dropped to 34,030 packs – a **49% reduction**, which also brought with it nearly 2 million NIS in savings. Our ambitious 2025 goal is to decrease document printing costs by an additional 30%. We continue to implement our strategic digitization plan throughout the medical center and from 2021, we only purchase paper with recycled content.

Our dedicated digital patient platform, Sheba Connect, empowers patients with direct access to their medical information – 24/7 from anywhere in the world. It provides them with their comprehensive medical history, permanently documented, readily accessible, and securely stored. The innovative system transforms the patient experience by putting medical records, previously held only by physicians, directly into the hands of patients. Consequently, it also dramatically reduces paper waste, and the use of printers and toner.

49%

reduction

in purchased packs of paper since 2019

NIS 2M

reduction in costs due to going paperless

* [life cycle assessments](#)

Furniture Reuse

We aim to repair, reuse, or donate furniture use at Sheba to reduce waste. For that purpose, we have set up a special in-house workshop dedicated to furniture repair, whenever possible, and we recently established an internal furniture reuse program. This allows

items that are no longer in use to be repurposed by other departments in the center, thus reducing furniture and material waste. Items available for reuse are posted on an internal site, and in 2024, over 100 different items, primarily tables, chairs, and chests of drawers were redistributed to various departments at the hospital.

Furniture that cannot be reused internally is donated to community organizations. In 2024 we donated a total of 480 pieces, including 460 cabinets to a local nursing home and 20 beds to an institution for at-risk youth.

Single Use Plastic Utensils

Sheba is committed to minimizing single-use plastic waste across our campus. With thousands of daily diners, the widespread use of disposable items would generate significant non-recyclable waste. While our cafeteria uses only reusable dishes and patient meals primarily use reusable dishware, we've identified several opportunities in the past two years to eliminate single-use items, particularly for takeaway purposes.

In 2023, we implemented three major waste-reduction initiatives. First, we replaced plastic meal containers with cardboard alternatives, **eliminating approximately 130,000 plastic containers annually**. Second, we eliminated another type of plastic container used for food, which accounted for about 100 units daily. Third, and most significantly, we replaced the plastic cups used for cold drinks in our cafeteria, **preventing the use of 650,000 disposable plastic cups each year**.

A challenge remains in identifying a viable solution to replace the small, packaged food items that are served as part of inpatient meals. This is difficult due to infection control policies, and because many patients are hesitant to eat items that are not sealed. We continue to explore options to reduce or replace this type of single use food packaging.



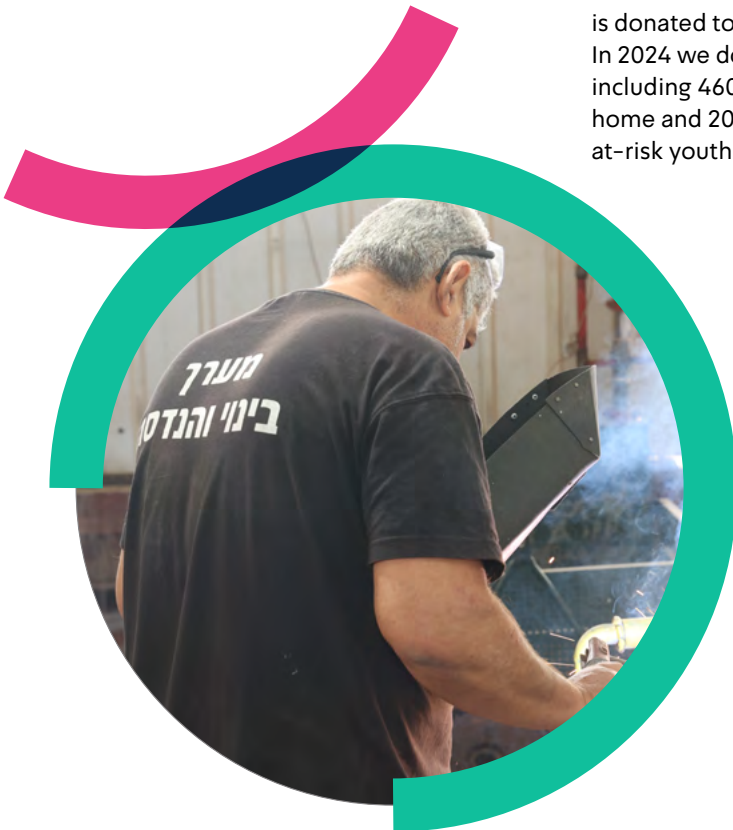
~**650,000**

disposable plastic cups were eliminated each year



~**130,000**

single-use plastic food containers were eliminated



Sustainable Water Management

We take a holistic approach to water management – from well to tap. Sheba draws most of its water from a groundwater well within the campus, with the water treated through UV and chlorination filtration systems. The rest of our water is purchased from the municipal water corporation. As Israel faces a high level of water stress, we carefully monitor our water use and implement continuous efficiency improvements throughout our water infrastructure systems.

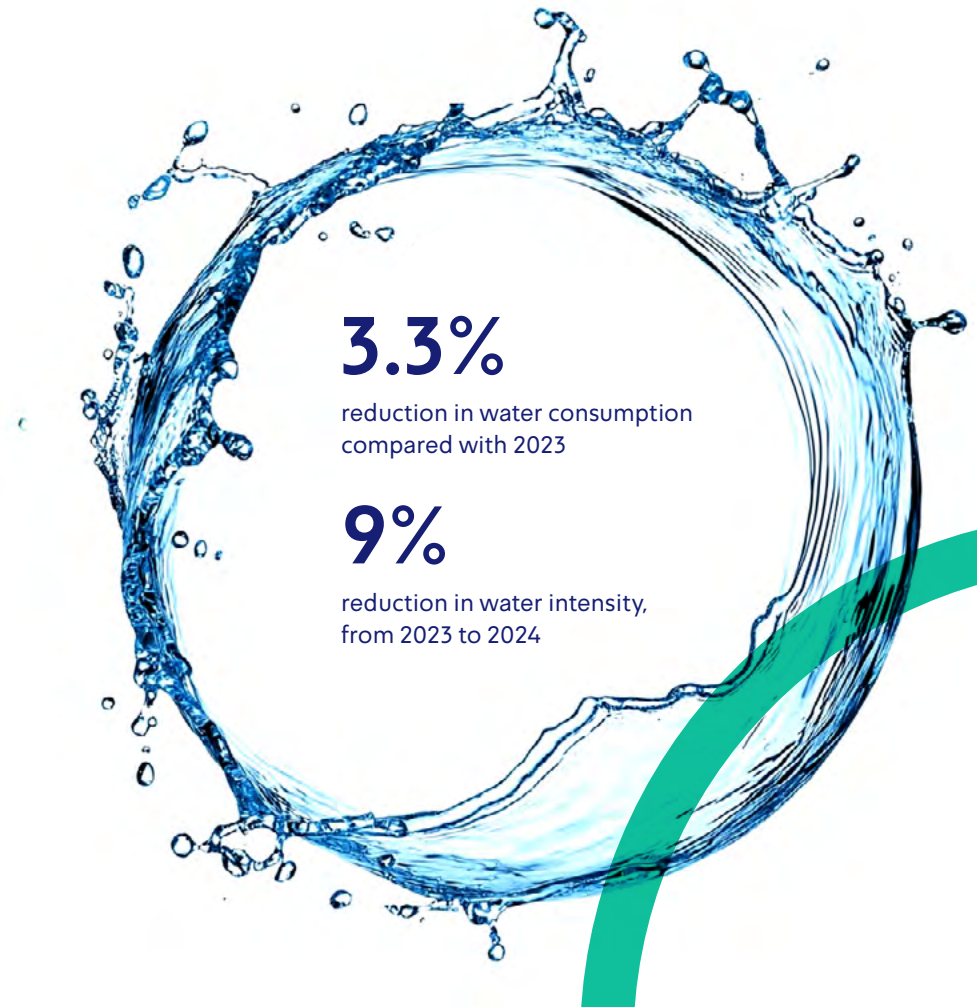
Our team actively seeks and deploys advanced technologies and systems to optimize water conservation efforts.



Water consumption (m³)

Source	2023	2024
Municipal water corporation	312,600	371,400
Well water	766,300	671,900
Total	1,078,900	1,043,300

In 2024, we reduced our water consumption by 3.3% compared with 2023, even while the number of employees and patients increased. Furthermore, to better represent the amount of water we use compared to the services we provide, we measure our water intensity, i.e. the number of cubic meters of water consumed per hospital, ER and outpatient visits. That number has gone down by 9% from 2023 to 2024, thanks to our comprehensive water conservation and resources management efforts, detailed below.



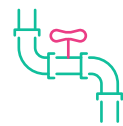
Water Conservation

As part of our water conservation efforts, we are in the process of systematically upgrading the medical center's plumbing infrastructure by transitioning from metal to plastic tubing, with the primary goal of minimizing water leaks and reducing wear and tear on equipment like taps and filters. This will also reduce the use of chemicals that prevent buildup in the system. Given the complexity of this process, at this point in time we are renovating those areas and buildings that are free of patients. To date, **approximately 15% of Sheba's pipe infrastructure has been converted.**

Additional measures, both in interior spaces and outdoors, utilize specialized technology to reduce our water use. In the restrooms across the medical center, we are gradually upgrading to more efficient flushing systems that reduce water from 6–9 liters per flush to just 3 liters, saving ~30–50% of water use. This involves the installation of new flushing systems, for which we received special approval from the Ministry of Health, since a large amount of flushing water is usually needed in hospitals to prevent contamination.

For our landscaping needs, we have implemented an advanced irrigation management system that automatically detects excess water use, issues alerts, and can autonomously shut off water flow when necessary to prevent waste.

In 2024, we launched another water management optimization project: the construction of two water pools on campus, with a combined capacity of 11,000 cubic meters. The pools help us optimize our water withdrawal from the onsite well by collecting ground water and minimizing the number of withdrawals, thereby also reducing pump operations and related electricity usage.



15%

of Sheba's pipe infrastructure has been upgraded to date, and the work continues

Wastewater Management

We recently completed a major 7-year infrastructure project to transition the treatment of a portion of our wastewater onsite to the Shafdan wastewater facility. Shafdan utilizes world-class technology and is the most advanced wastewater treatment facility operating in Israel. It treats wastewater from Israel's Dan region, recycling it for agricultural reuse, and over 60% of the Negev desert's agriculture is irrigated with its treated water, directly contributing to the region's development.

By connecting to the Shafdan, we were able to decommission our onsite wastewater treatment facility,

eliminating the need for its energy-intensive pumps and extensive truck use. This shift also significantly reduced our energy and fuel consumption, along with associated GHG and methane emissions, and also effectively eliminated related odor issues on campus.

The move was completed in mid-2024, so data for a full year is not available yet, but we estimate that removing the treatment facility and pumps will save approximately 300,000 kWh of electricity annually— equivalent to powering 30 homes.



~300,000 kWh

of electricity saving annually due to decommissioning our onsite wastewater treatment facility

Surface Runoff Water Management

The ecological lake located in the southern part of the campus is one of Sheba's hallmarks, representing our commitment to sustainability and wellness. Historically, this area was a swamp with wild vegetation, which eventually became a health and safety hazard. Through proactive intervention, Sheba transformed it into an ecological lake that currently serves as drainage basin for rainwater, with a continuous water recirculation system. It is also home to a variety of fish and bird species, including some that are rare in an urban environment.

One of the lake's key functions is its role in managing runoff water. As part of the Sheba 2045 master plan, we plan to transform the lake into a **14,000 cubic meter water retention basin** that is integrated into the regional stormwater system. This will allow us to strategically empty the lake before heavy rains, for use as a temporary stormwater reservoir. We can then release the water in a controlled manner to the municipal water system, helping to avoid floods in the Ayalon River basin.



Nourishing our Patients and Employees

The cultivation, transportation and preparation of food has a vast environmental impact through greenhouse gas emissions, energy consumption, water usage, and waste generation. At Sheba we serve about 13,000 meals a day to patients and staff. We are keenly aware of our impact and the opportunities we have to implement sustainable practices within our food system through informed choices of the foods we offer and reducing both leftover food waste and food packaging waste.

Our current kitchen serves about 2,000 people daily for lunch in the personnel cafeteria and prepares 11,000 in-patient meals. Our cutting-edge, state of the art kitchen is set to open during 2025, with the aim of producing ~90% of meals onsite, ensuring fresher, healthier servings. This will also enable more accurate food portioning to meet patient needs, improve flexibility in recipe modifications to meet dietary requirements and support compliance with health regulations.

We prioritize healthy and locally sourced food, with our food choices guided by the collaborative efforts of our chef and certified dietitians to ensure a balanced and nutritious menu. A majority of our ingredients are purchased from local sources, including meat, poultry, fruit, vegetables, eggs, bread and dairy products, and there is a dedicated procurement specialist within the food

services department who focuses on sourcing local ingredients whenever possible.

To expand access to plant-based meals, which has a drastically lower environmental impact in all aspects, and encourage reduced meat consumption, we offer vegetarian meal options daily for staff. We regularly include vegetables and legumes in patient meals, and are exploring new and improved vegan meal options. These initiatives not only support diverse dietary needs but contribute to reducing our environmental footprint and promoting a more sustainable food system.



Reducing Food Waste

We take a proactive approach to reducing and managing food waste. We achieve this through weekly data analysis, including consideration of patient counts, and special events and holidays. This enables us to accurately forecast our food needs and make adjustments as necessary, with the aim of minimizing post-meal food waste. To enhance operational efficiency, we recently added the role of a production planning technician who analyzes past food consumption data, occupancy rates, holiday schedules, and long-term trends to generate more accurate food planning forecasts.

To further minimize food waste and enhance the patient experience, we have established a team of culinary stewards who visit hospitalized patients daily to discuss their dietary preferences for the following day's meals. They play a crucial role in our efforts to increase the consumption of prepared meals, reduce waste, and provide a more personalized approach to our meal service. **Thanks to our efforts, in 2024, only 1 in 9 meals served to patients went uneaten, a substantial improvement from the 1 in 4 uneaten meals in 2022.**

Other measures include chilling prepared food to be consumed at a later time so it doesn't go to waste, and working closely with the rehabilitation departments, whose patients' presence is significantly lower over the weekends, to match delivered meals to patient count. This has prevented the preparation of over 30,000 surplus weekend meals annually.

In the dining areas, the number of leftover meals is reported daily, with dining staff assisting in identifying food preferences and waste. In planning the new kitchen, we are exploring opportunities to further minimize our environmental footprint by redirecting food waste from the landfill to be repurposed through various solutions, such as an industrial biogas system and composting initiatives.



only

1 in 9 meals

served to patients went uneaten, compared to 1 in 4 uneaten meals in 2022

Adaptation

Climate Resilience and Adaptation

We take a proactive approach to adapting to climate change, continually assessing Sheba's vulnerabilities and identifying measures to ensure uninterrupted healthcare delivery.

Our emergency preparedness plans include specific procedures related to extreme weather events, such as floods, heavy fog, dust storms, and roadblocks, and was last updated in October 2024. The strategy focuses on securing critical infrastructure and resources, with protocols established for maintaining essential supplies, e.g., generators, water, and medical gases, for a minimum of three days. In addition, emergency equipment, such as lighting and ventilators, is regularly tested and verified to ensure operational readiness.

We are committed to preparing staff for potential events and ensuring access to the Center during emergencies, including providing accommodations when necessary. By prioritizing infrastructure resilience, resource availability, and community communication, the medical center not only protects its patients and staff but also enhances public health resilience, around it and nationally, in the face of climate-related challenges.

Adapting to Climate Change with Tree Planting

Located in the densely urban center of Israel where urban development is concentrated, we are aware of the urban heat island effect and actively implement sustainable practices to mitigate this phenomenon and enhance green space. Trees are one of the most effective measures to address this issue since

they create shade, reduce air and ground temperature, and absorb carbon dioxide. We have a five-year plan to plant 2,000 trees, with 1,000 already planted. In 2024, we purchased 400 trees from a local nursery for planting.



Five-year plan to plant

2,000 trees

with 1,000 already planted



In 2024, we purchased

400 trees

from a local nursery for planting



Center for Climate Medicine & Human Health

We recognize that climate change is not just an environmental crisis, it is also a critical and urgent health crisis. The Sheba Climate Medicine Research Institute at the Gertner Institute was founded in 2023 with the vision of bringing together leading health professionals, epidemiologists, and climate scientists to investigate the effects on climate change on human health. The research can be used to raise awareness, plan for interventions, and inform health policy.

Several research topics are currently being investigated, including:

- The impact of heatwaves vs. green spaces on birth outcomes, in collaboration with Monash University in Australia
- Impact of extreme weather on the incidence of epilepsy and stroke
- Collaboration with Inhayle, a startup company in the field of air purification using OH
- Telemedicine and the impact on decarbonization and preparedness of hospitals
- Predicting public health impact of compound extreme weather events in a changing climate, in collaboration with the Hebrew University of Jerusalem
- Environmental exposure to PFAS and trace elements and their prenatal and neonatal effects



Through this innovative research and interdisciplinary collaboration, we are not just deepening our understanding of the challenges ahead, **we are actively shaping the future of healthcare in a climate-altered world.**



HEALTHCARE INNOVATION

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Healthcare Innovation

Guided by our commitment to economic growth, social equality, and health equality, we recognize the crucial role of innovation in attaining our objective of delivering world-class care. At Sheba Medical Center, innovation is at the heart of our approach to healthcare delivery and designing the healthcare system of tomorrow.

Our commitment to innovation extends beyond improving patient care within our facilities, as we actively develop and invest in transformative healthcare research and technologies with national and global impact. By fostering partnerships between clinicians, researchers, industry leaders, and entrepreneurs, we create a dynamic environment where breakthrough solutions emerge to address the most pressing healthcare challenges – of today and tomorrow.

Our innovation strategy is patient-centric yet far-reaching, encompassing digital health platforms and AI-driven diagnostic tools to novel therapeutic approaches

and medical devices. Through dedicated research initiatives and clinical trials, we translate scientific discoveries into practical applications that enhance treatment outcomes and patient experiences. We leverage our extensive clinical data and expertise to validate new technologies, while simultaneously training the next generation of healthcare innovators. This comprehensive approach positions Sheba not only as a provider of exceptional care, but as a global catalyst for healthcare transformation.



ARC

The Center for Digital Innovation at Sheba Medical Center

The ARC (Accelerate, Redesign, Collaborate) center was established in 2019 with two primary goals: to lead innovation and transformation efforts on a global scale and leverage innovation as an economic engine for growth. Through its continuous pipeline of innovation, ability to facilitate large-scale transformation, access to leading health organizations, and ability to drive economic growth and development, ARC equips all players in the ecosystem to transform global health.

The Center, located on the Sheba campus, brings together all the players in digital medicine — physicians, researchers, startups, industry leaders, academia, and investors. Its comprehensive approach includes partnering with leading healthcare providers around the world, working with global startups — from early-stage to growth, and collaborating

with top industry partners to drive large-scale transformation in health systems and care delivery. Moreover, ARC collaborates as a strategic partner with multiple venture capital funds focused on medical innovation for pre-seed, seed, and round A stages.

ARC by the Numbers

\$5.8B

Total valuation of ARC Companies

238

Patents

112

Startup Companies

10

Arc Sites

3,500

people employed at ARC companies



ARC's Global Impact

Since its establishment, ARC has made notable contributions to healthcare solutions, including the creation of 283 patents, 245 trade families, and 112 startup companies, dozens of which are Sheba spin-offs, with a total of \$140 million in investment funds. These companies have raised a total of \$5.8 billion. ARC is expanding its circle of influence as a leader in medical innovation, with 10 ARC sites already developed or in development globally.

To translate innovative research into real-world healthcare solutions and products, ARC collaborates with startups globally. It provides innovators with access to leading clinicians, pilot and research sites, and data, while connecting them to capital and global markets to accelerate the deployment of their solutions. Each year, ARC meets with over 200 startups, validating their ideas with relevant medical teams to identify and advance promising concepts. Furthermore, ARC facilitates strategic partnerships by connecting emerging companies with established industry leaders like Philips, Microsoft, and Intel, and these collaborative discussions foster the development of groundbreaking healthcare solutions.

Revolutionizing Healthcare with Artificial Intelligence

Recognizing that health is at the foundation of a thriving society, Sheba is dedicated to addressing the persistent challenges in modern healthcare. To overcome healthcare's future challenges, Sheba is embracing AI-based solutions as a core component of its innovative approach. To ensure these advanced technologies translate to better patient care, Sheba has established the AI Academy to train its medical professionals. This initiative equips physicians, nursing professionals, and facility personnel with skills in clinical decision-making supported by AI, cutting-edge diagnostic approaches, and efficient operational workflows.

As part of this transformation, ARC is establishing Sheba's global center for AI-driven healthcare. The center focuses on developing, implementing, and validating AI solutions within real-world healthcare settings to enable data-driven decisions

and provide support for both clinical and operational applications. Activities will include research and development of AI solutions, implementation of AI technologies, talent development, and global partnerships. Furthermore, the center will address critical issues related to ethics and compliance and patient engagement, as well as education and training.

Sheba's culture of innovation continues to improve patient outcomes, safety, and institutional efficiency. AI-driven technology has revolutionized the hospital setting, promoting better care, reduced costs and economic growth.

ARC by the Numbers

245

Trade Licenses

\$140M

in Sheba Investment Funds

\$240M

in seed funding

\$1.37B

Total raised by ARC's Companies

\$700M

Cap Growth of ARC Companies



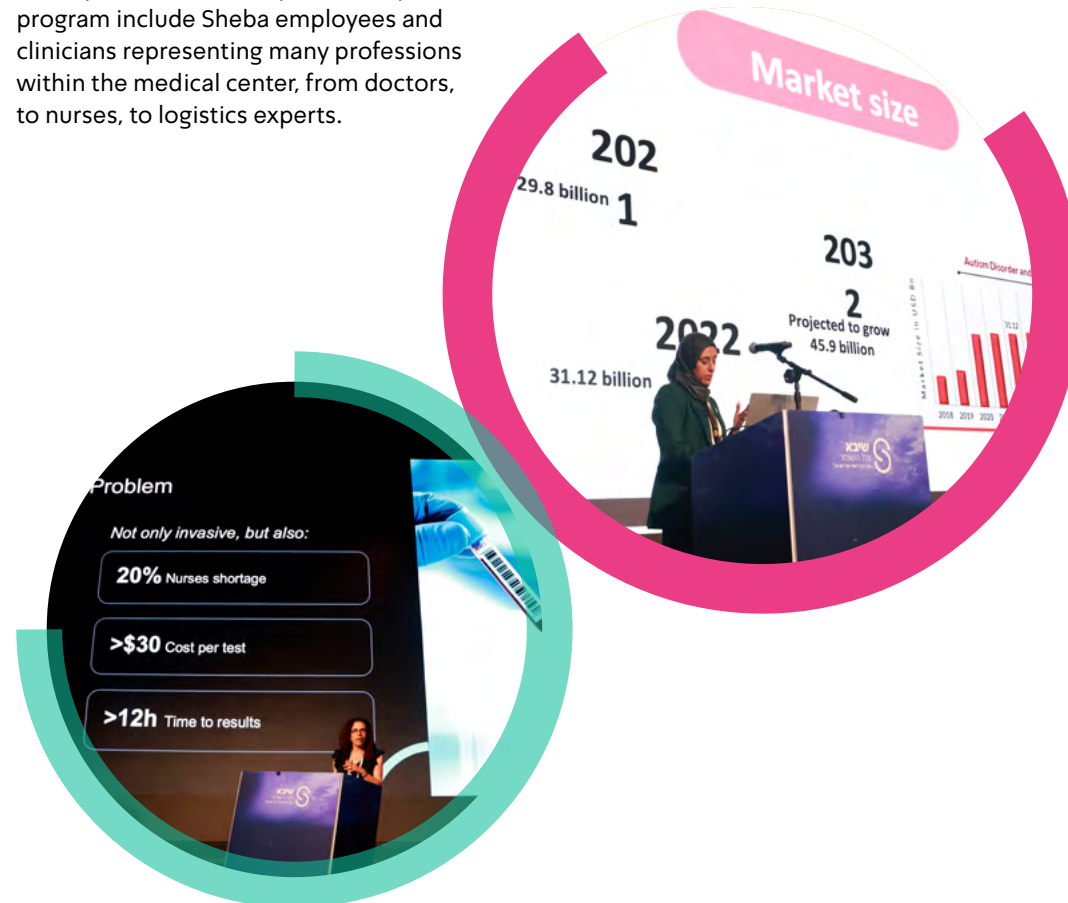
SPARC– Promoting Entrepreneurship among our Staff

To cultivate entrepreneurship and innovation among Sheba's staff, we created, SPARC—the Sheba Entrepreneurship Program @ARC.

Participants gain expert mentorship and guidance for problem definition, MVP creation, market opportunity analysis, and investor pitches, with the support of the Sheba and ARC partner network and the Israeli hi-tech ecosystem.

The program empowers participants to commercialize clinical intellectual property and develop entrepreneurship skills, with the opportunity to pitch to external investors at the finale event. Participants in our entrepreneurship program include Sheba employees and clinicians representing many professions within the medical center, from doctors, to nurses, to logistics experts.

SPARC



SPARC by the Numbers

117

Graduates in 2024

x10

Growth since the founding of SPARC in 2022

9

Companies founded by graduates

106

Mentors

61%

Have filed for Invention Disclosure Forms (IDFs)

Sheba Beyond

As Israel's first virtual hospital, Sheba BEYOND is a leader in providing remote care across the patient treatment cycle, from pre-surgery consultation to rehabilitation activities.

Bringing Sheba Medical Center's world-class medical expertise to patients wherever they are, BEYOND is able to pioneer new patient-centered healthcare services. With Sheba BEYOND's innovative care models and groundbreaking technologies, we are redesigning the model of treatment and care and fulfilling our vision of "Sheba Without Boundaries."

Our aim is to redefine care to deliver the highest standards of treatment beyond current methods, and beyond the geographical boundaries of both patients and healthcare professionals. Main fields of activity include internal medicine, oncology, pediatrics, preventative medicine, mental health, maternal-fetal health and rehabilitation. Sheba BEYOND is the first and only virtual hospital in Israel to receive JCI accreditation.

Outpatient consultations conducted virtually at Sheba:



2023
76,764

2024
114,528

↑ 49%

While Sheba BEYOND functions as a standalone hospital at Sheba Medical Center, it works across the center to drive the telemedicine transformation across departments and service areas. It helps integrate effective telehealth activities throughout care pathways, from pre-surgery consultation to rehabilitation activities. **These services are designed to replace outpatient visits and inpatient**

admissions, with the aim of improving the overall quality of care for the patient.

Sheba BEYOND's **inpatient services** for remote admissions (hospital-at-home) utilize advanced technology for monitoring, testing, and treatment, and include at-home visits by Sheba clinical staff, if needed.

BEYOND שיבא
בית החולים הווירטואלי



Staff That's Always Available

Sheba BEYOND has a staff of 120 professionals, including its own management team, clinical staff, and technical support center serving both patients and staff. Beyond offering care to patients outside Israel's geographic center, Sheba BEYOND empowers clinical staff to deliver treatment remotely; this capability proved vital during COVID-19 and the recent war in Israel, when travel to the hospital was not always possible for healthcare professionals and patients alike.

To support its activities, Sheba BEYOND has developed customized training programs for remote services and the delivery of home care, including simulations for remote work at Sheba's MSR – the Israel Center for Medical Simulation. Sheba BEYOND works closely with the Medical Center's Quality and Safety Committee to ensure the highest standards of care are provided in remote and at-home care that meet all eligible internal and regulatory requirements. Patient satisfaction surveys are regularly conducted to monitor performance and gain patient feedback.

Learning from Patient Data

Sheba BEYOND's treatment programs use technology to remotely collect and monitor patient data, which is regularly monitored by our multidisciplinary teams. This approach lets us improve treatment plans with detailed data, save resources, and improve patient satisfaction. For example, women with high-risk pregnancies in need of inpatient admissions can come to the clinic twice a week, while the rest of their care is managed remotely through at-home monitor and ultrasound technology. This allows individuals to stay at home, avoid extended hospital stays, and continue working remotely if they choose and be with their families and loved ones.



Bridging Healthcare Gaps

Similar to the rest of the world, there are disparities in Israel in the level of health care services between residents of the geographic periphery and rural areas, and the urban center. Sheba BEYOND helps support health equity by increasing the availability and accessibility of healthcare services for patients living in the periphery, bridging the healthcare gaps. In Israel, this helps patients living beyond the central region of the country, where most major medical centers are located, get world class care.

Sheba BEYOND provides care to patients beyond Tel Aviv and the center of Israel.

Program	% of patients beyond Tel Aviv and the center of Israel 2023	% of patients beyond Tel Aviv and the center of Israel 2024
Outpatient Virtual Psychology Clinic (established in 2023 to treat patients with symptoms of anxiety, panic, or PTSD due to the war in 2023)	31% (15% from the South)	45% (26% from the South)
Outpatient Tele-rehabilitation Program (occupational therapy, speech/language, physiotherapy)	27%	26%
Inpatient home admissions – Psychiatry (General)	31%	41%
Inpatient home admissions – Psychiatry (Reproductive)	31%	30%

Using Innovative Technologies

To support the services of Sheba BEYOND, we incorporate a wide range of innovative technologies. Many of these products and services were developed by technology companies based in Israel.

Datos Remote Monitoring Platform:

Enables remote monitoring through sensors, questionnaires, chat with patients and teleconsultations. Serves as the digital platform for most of our services. [link](#)

Nuvo: Home fetal monitor, used in high-risk pregnancy outpatient and inpatient programs. [link](#)

PulseNMore: Home ultrasound, used in high-risk pregnancy outpatient and inpatient programs. [link](#)

TytoCare: Enables physical checkups remotely; used in the hospital-at-home programs and for remote monitoring of pediatric cardiology patients. [link](#)

Cognishine: Library of cognitive and speech/language rehabilitation exercises and content, used in the tele-rehab program. [link](#)

ReAbility: Digital platform used for the tele-rehabilitation program; enables teleconsultations, synchronous and asynchronous exercises through gamification and movement tracking. [link](#)

SequelCare: Digital therapeutic for guided self-help; a joint study is planned in 2025 for the treatment of patients with PTSD. [link](#)

Garmin wrist bands: Used in a number of programs for step tracking and monitoring of vital signs.

iHealth: Remote blood pressure monitoring, used for symptoms tracking in the gynecologic oncology and home dialysis programs. [link](#)

Edan: 12-lead ECG device, used in the internal medicine hospital-at-home program. [link](#)

Innovation in Rehabilitation

Sheba's Integrated Rehabilitation Hospital plays a unique role in Israel's healthcare landscape.

The Integrated Rehabilitation Hospital

The hospital is devoted to moving the rehabilitation field forward through research, education, and the development of life-saving therapies and technologies, and is globally known for its specialized laboratories and centers where it develops innovative technologies and training programs in rehabilitation medicine. It includes ~500 beds and an extensive ambulatory care network, with ~3,000 clinical professionals, including doctors, nurses, psychologists, social workers, rehab therapists, nutritionists, and medical technologists, who are dedicated to providing holistic care that meets each patient's unique needs.

A key philosophy is early intervention. Physiotherapists and occupational therapists often work with patients in the general hospital and even in intensive care, before they are transferred to the Rehabilitation Hospital to accelerate the recovery process.

The Geriatric Rehabilitation department focuses on restoring independence and quality of life for elderly patients. The goal is to help patients return to their daily lives and routines.

The Psychiatric Rehabilitation department includes five open and closed units, separate for men and women, which offer specialized care for eating disorders, post-partum depression, PTSD and other ambulatory services.

These two departments operate as an expression of the hospital's core values. These particular population groups are often neglected by healthcare systems. At Sheba, we have designated extensive, high-level facilities for geriatric patients and psychiatry patients. We are the only medical center in Israel that has a general hospital (acute care) alongside a rehabilitation hospital with these departments, reflecting our all-encompassing approach of acute medicine alongside physical and mental rehabilitation medicine.

Utilizing Innovative Technology in Rehabilitation

To support its comprehensive approach, the hospital utilizes a wide range of innovative technologies in rehabilitation. These include **CAREN** – Sheba's advanced virtual reality system and the only one of its kind in Israel, providing a fully immersive treatment environment; advanced technologies at the **Gait and Posture Laboratory** to scientifically map

pathological conditions; **LOKOMAT**, a robot that assists patients unable to walk on their own to strengthen their muscles and engage in walking movements; and accurate assessment of muscle performance conducted with the aid of precise computerization and the Isokinetic Laboratory for Muscle Diagnosis and Rehabilitation.



Extensive ambulatory care network with

~3,000

clinical professionals, including doctors, nurses, psychologists, social workers, rehab therapists, nutritionists, and medical technologists



~500

beds in rehabilitation



Groundbreaking Innovation in Mental Health Diagnostics – LIV

In a pioneering and innovative effort to enhance diagnostic and assessment processes in mental health, Sheba Medical Center has developed LIV – an advanced AI-powered solution designed to accurately diagnose and assess psychological distress and mental health disorders. The platform facilitates multilingual, natural-language conversations via voice or text, with an optional AI avatar, offering a highly personalized and scalable approach to mental health care. LIV addresses the global challenges in mental health by enabling real-time detection of clinical deterioration and high-risk situations, empowering clinical teams to intervene early and with precision.

Collaboration at the Forefront of Innovation

LIV was created through a collaborative effort between Sheba's ARC Innovation Center, the Department of Psychiatry at Sheba Medical Center, along with Microsoft and KPMG. The platform is already implemented across hospitals, HMOs, rehabilitation centers, and government organizations in Israel, with plans for expansion into global markets and adaptation for additional populations such as children, adolescents, and women. By improving diagnostic accuracy, enhancing accessibility, and empowering mental health systems to prioritize care where it is most needed, LIV represents a significant leap in psychiatric triage both nationally and globally.



LIV

addresses the global challenges in mental health by enabling real-time detection of clinical deterioration and high-risk situations, empowering clinical teams to intervene early and with precision.

Milbat

At Milbat we feel a sense of mission, not only developing technological solutions, but also giving people back some of their ability to be themselves. Milbat is a unique unit operating within Sheba, which specializes in enhancing the functionality and quality of life for individuals with disabilities and the elderly through assistive technology. It stands as Israel's leading body that combines rehabilitative and technological expertise.

Milbat builds unique objects for patients with temporary or permanent disabilities by identifying and customizing solutions that empower them in their rehabilitation and everyday lives. It provides expert guidance in technological solutions for people with limitations – whether physical, psychological, mental, or sensory. Milbat receives about 1,200 inquiries per year – about half of them are referred to an existing product as a solution, with custom-made products developed for the others in-house. In some instances, Milbat team members accompany patients from the moment they arrive at the Medical Center.

The Milbat team includes clinical rehabilitation specialists, physical therapists, and an industrial designer. Collaborating with an extensive network of volunteers, the team utilizes off-the-shelf products and also develops adaptations or new solutions using a variety of materials such as 3D printing, wood, plastic, and metal. It has developed a range of solutions, including a baby bed designed for parents in wheelchairs, ergonomic adjustments

to kitchen knives, a self-catheterization device for paraplegics, and specialized eating utensils for individuals with Parkinson's. Personalized product guidance is provided, with ~30% of cases involving the development of innovative, tailored solutions for individuals.

In addition to providing patients with design solutions and ergonomic adaptations, Milbat offers education and training on rehabilitation and inclusive design to Sheba staff, external professionals, and participants in youth programs. In 2023 and 2024, over 2,500 people participated in these activities annually.

מילבת | **שיבא**
טכנולוגיות לשיפור התפקוד | תל השומר



Providing Support to Wounded Soldiers

Milbat's role in supporting wounded soldiers has become increasingly vital, particularly in light of the events of October 7th, 2023, and the war that followed. The team has developed a range of advanced rehabilitation solutions, including a prosthesis that allows a person with a waist-level amputation to sit comfortably and a customized sports jersey for a young man with extreme touch sensitivity, enabling him to enjoy playing basketball. These innovations not only restore functionality but also enhance quality of life for the individuals.

As Milbat continues to evolve, its commitment to empowering individuals with disabilities through innovative solutions, education, and support remains unwavering.



OUR PATIENTS

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Maintaining the Highest Quality of Care

At Sheba Medical Center, we envision the highest standard of care, develop it through innovative research, and make it accessible to all our patients. In 2024, our dedicated team provided comprehensive medical services to almost 450,000 patients from Israel and around the world and nearly 2 million outpatient visits.

We believe quality care focuses on what our patients truly need. This goes beyond providing treatment that meets the highest professional medical standards. It is also about treating individuals with respect, as well as providing prompt responses, clear information, and the appropriate conditions that make people feel comfortable. We believe that quality care and safety are fundamentally connected, and that providing high-quality care inherently supports patient safety.

We take a proactive, continuous approach to promoting medical quality and patient safety. We monitor national and international quality indicators and have established institutional and departmental quality and safety metrics. We continuously monitor our performance, with the information published on our website and submitted to the relevant regulatory authorities. Quality is overseen by the Director of the Care Quality & Safety Unit, with members of the unit responsible for measuring quality across the Medical

Center. As part of our commitment to continuous improvement, we are shifting our measurement focus from process quality to outcomes, to better drive improvement.

In the clinical arena, we regularly track over 150 quality indicators, including for the National Program for Quality Indices by the Israel Ministry of Health, institutional indices, and departmental targets. These cover an expansive range of clinical activities and targets, including pain management, on time hospitalization discharge, and rate of falls. We report activities and near misses, and develop appropriate training and remediation efforts as needed, based on performance.

The Sheba website includes detailed process and outcomes metrics, with data updated quarterly. Data is published for 2018-2024, including information on why a metric was selected, how it is measured, our objective, and whether it was achieved.*

Examples of Quality Metrics:



We are committed to understanding and enhancing the patient experience throughout the entire treatment journey, including pre and post-treatment. Our quality of care program utilizes comprehensive questionnaires developed based on research findings, patient focus groups, and individual patient conversations.

* Source: <https://eng.sheba.co.il/Pain-Management-Quality-Metrics-2024-Q1>

Sheba PROM's – Patient Reported Outcome Measures

Another step in Sheba's transparency revolution, sharing true and updated figures regarding patient care.

Sheba is a leader in patient-centered care, and is the only medical center in Israel with a dedicated PROMs department. This positions it as a national model for quality improvement, aligned with global healthcare trends. For the first time in Israel, Sheba Medical Center is publishing figures regarding the success of its treatments, as reported

by the patients. The data utilizes PROM's (Patient Reported Outcome Measures), which determine treatment success rates based on patient reports and according to validated scientific measures.

The transparency revolution is led by our vision of a patient-centered perspective. It is intended to provide patients with real information about the extent to which we achieved our care and service objectives, in addition to those published annually by the Ministry of Health.

The data is reported by the patients, with no caregiver intervention, using

questionnaires relating to quality of life, symptoms and functioning before and after the procedure.

The questionnaires are international questionnaires, scientifically validated and adapted for different conditions. They were implemented at regular intervals before and after every medical procedure.

The information undergoes MCID (Minimal Clinically Important Difference) statistical analysis, reflecting the minimal quantitative change that can be considered clinically significant and under

which the change may be related to coincidence or a measurement error. In 2024, over 20,000 patients completed the PROMs questionnaire, reflecting a 23% response rate among patients in the targeted departments or treatments. We have worked to steadily improve accessibility through technology, resulting in the rate of digital completion of the from 9% in 2018 to 76% in 2024.

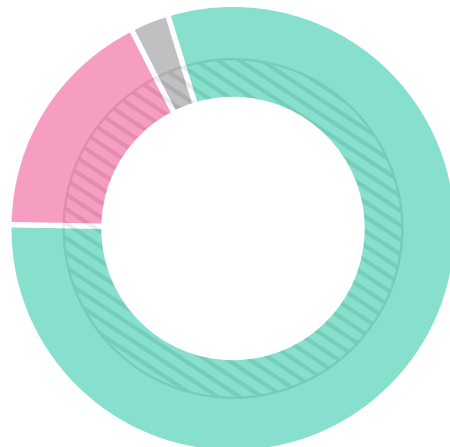
PROMs are currently implemented in a number of departments like ENT, oncology, and ophthalmology, with plans for future expansion.



Total Knee Replacment Outcomes

As reported by patients 6 months post operation

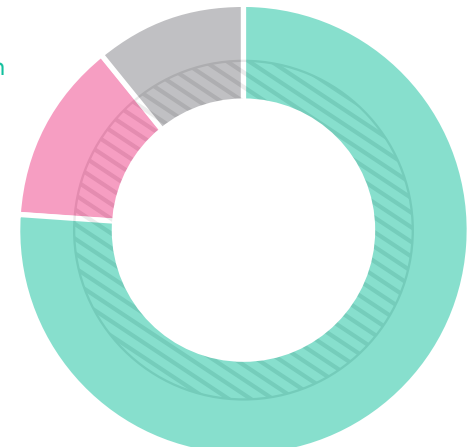
- 80% Reported improvment
- 17% Reported deterioration
- 3% No Change



Cataract Surgery Outcomes

As reported by patients 1-3 months post operatively

- 79% Reported improvment in vision
- 13% Reported reduced vision
- 11% No change in visio



Patient Participation in Improving Care

A key component of delivering excellent care is patient participation.

We engage our patients and their families in a variety of ways:

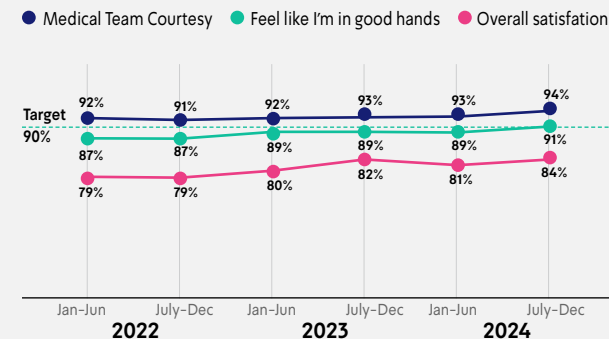
- **Patient forums** where individuals can share their patient experiences with various Sheba departmental managers.
- **Patient council**, which meets quarterly to focus on improvements in the care experience.
- **Satisfaction surveys** after patient discharges, conducted regularly throughout the year. Results of the surveys are tracked on our Satisfaction Survey Dashboard, available on our website to promote transparency. Issues raised through our patient engagement activities are carefully considered and can have direct impact on Sheba's decision-making processes and treatment methods.

In support of our commitment to transparency and to promote a culture of continuous improvement, in addition to clinical metrics, we also track metrics related to the patient's experience across different departments. These include waiting time, treatment by attending staff, feeling that "I was in good hands", general satisfaction, and more.



Increase in all parameters of patient satisfaction from 2022 to 2024

All Departments



Number of clinics in the survey: 57

The Human Experience

At Sheba, we believe that a positive patient experience, based on the highest standards of service, treatment, and compassion, is fundamental to healing. We approach every patient as a whole person, and we do not just look at the ailment or pain that needs to be cured. We strive to address their emotional, as well as physical needs, throughout the patient's journey. Therefore, at Sheba, we talk about the **"Human Experience,"** not the "Patient Experience". Moreover, **we treat both the body and mind**, recognizing the vital connection between them. The Human Experience approach at Sheba encompasses the experiences of the patient, their families and caregivers, and our staff.

Our approach is based on a service concept and is grounded in five values:



We have established working groups that focus on implementing each value across the Medical Center, with tailored training for different departments.

The Human Experience approach is based on 4 key elements:

- 1** Providing human, empathetic care
- 2** Prioritizing simplicity
- 3** Upgrading the physical environment of caregiving
- 4** Harnessing employees' dedication and skills

Patient Support Coordinators

To provide enhanced personal care, Sheba created the first Patient Support Coordinator program in Israel in 2019. Recognizing the need for comprehensive support beyond clinical treatment, this pioneering initiative provides patients and their families with a dedicated coordinator who assists and accompanies them throughout their treatment, beginning with diagnosis and continuing throughout their time at the medical center. Launched initially in the oncology department, the program demonstrated significant impact and has since expanded to multiple departments across the medical center, with 50 full-time coordinators.

Patient Support Coordinators handle a wide range of non-clinical needs, including administrative tasks, such as helping to scheduling appointments, and connecting patients with external support organizations or helping with simple logistics. This past year, they played an especially critical role in providing assistance and support to wounded soldiers and their caregivers. Every wounded soldier was assigned a dedicated Patient Support Coordinator who assisted them throughout their treatment at Sheba.

We are aware of the mental strain this places on coordinators and have built a dedicated program for ongoing support and resilience in these teams in addition to the service offered to all employees. For more info on how we support our employees to relive stress read about the "Together Clinic" on page [70](#).

The program's impact and success extend beyond Sheba and has led to the establishment of the Patient Support Coordinator role as a certified profession within the Israeli healthcare system. We have developed specialized training for the role, with clearly defined criteria and milestones, and we are actively working to expand the training program to other healthcare organizations across Israel.



50

patient support coordinators are now
spread throughout Sheba's departments

Improving the Patient's Overall Experience

Based on our five core values, and to further improve the human experience, we invest in various aspects to enhance the hospital stay experience of patients and their families.

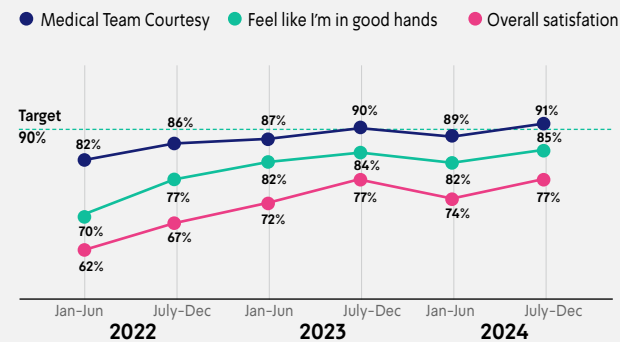
- Patient Companion Project: Provides support for patients who are alone, ensuring they feel accompanied and cared for throughout their treatment process.
- Providing in-patient welcome kits.
- Offering medical clown services for children and adults.
- Using VR glasses with customized content aimed at reducing anxiety through mindfulness tools and therapeutic experiences.
- Supplying a mobile library to help patients pass the time and make their stay more pleasant.
- "Quiet Night" program to reduce noise in inpatient areas at night.
- Placing flowers in patients' rooms for the weekend to brighten the atmosphere.
- Offering yoga classes for patients.
- Having a piano player in the lobby as part of a joint project with the Academy of Music, where students come to play for patients and in shared hospital spaces, creating a soothing environment.
- Conducting workshops on positive thinking and offering compassion.
- Providing an emotional support app and calming content on the personal screens in patient rooms.

- Upgrading the physical appearance of internal medicine departments, including adding pictures, improving lighting, upgrading restrooms, and creating family lounges for patient visitors.

The results of our efforts are reflected in the rise in all satisfaction indicators, as shown on p. 58, as well as almost 1,500 "thank you" letters received in 2024.



Internal Medicine Departments



Number of clinics in the survey: 7



Our Customer Service Center

Sheba's Customer Service Center is unique within the Israeli healthcare system and globally, and serves as a crucial point of contact to handle a wide variety of inquiries and questions from current and future patients. In 2024, the service center handled about 55,000 calls – an 85% increase from 2023. The increase in the percentage of inquiries reflects the ongoing efforts to raise awareness of the customer service center and make it increasingly accessible to the public.

To ensure customer service center staff have the necessary knowledge of Sheba operations and can handle the wide variety of inquiries, they receive comprehensive training, including meetings and tours of various departments, clinics, and units. Furthermore, its operations are continuously analyzed to identify and implement improvements, through enhanced staff training, updated technology, and optimized procedures.

The call center addresses a wide range of patient needs, from providing general information such as medical records and discharge transcripts to managing clinical appointment. Approximately 80% of calls are related to information, guidance, and appointment scheduling. For urgent issues, there are administrative procedures to connect callers with the appropriate clinical department. To enhance accessibility and availability for customers, the center has expanded its communication channels to include inquiries through Instagram, Facebook, and email, and response times are typically less than one day for non-urgent issues.

The call center provides valuable assistance to patients and their families, and the team's service is widely recognized and appreciated, as demonstrated by the dozens of thank-you letters they have received for their help. To proactively enhance patient experience, the call center analyzes call topics annually, using the insights gained to streamline patient journeys throughout the hospital and within specific departments.

Beyond the customer service center, we operate an operations hotline which addressed maintenance and logistics issues such as equipment malfunctions and needs, or removing safety hazards. In 2024 it addressed 67,000 calls, about improving or fixing patients' surroundings, thus contributing to the overall patient experience.



55,000

Calls handled by the service center in 2024, an 85% increase from 2023



over 67,000

Calls addressed by the operational hotline within the hospital,

OUR EMPLOYEES

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Employee Empowerment

We firmly believe that empowering caregivers in turn empowers patients, and we recognize the critical link between employee experience and quality patient care. By fostering a sense of belonging, providing necessary resources, and investing in caregiver development, we create a positive cycle where employee empowerment translates to enhanced patient experiences.

We understand that expecting exemplary service requires providing the tools and support necessary for employees to thrive.

Our employees are our most valuable resource and we work continuously on developing and cultivate them. We recognize them individually for their contributions to our shared accomplishments, and we foster a culture of mutual responsibility where everyone takes ownership and understands their impact. All this stems from our fundamental human-centered vision, which guides every aspect of our operations, including HR initiatives and employee engagement strategies.

We cultivate a sense of belonging and togetherness through transparency and consistency between our words and actions. We lead by example and have established meaningful rituals and traditions that reinforce our shared values, while maintaining a workplace environment where

everyone is treated with respect, across the entire organization. We focus on employee development and foster an environment where employees are constantly encouraged to learn, develop, research, and innovate, so they can grow professionally and personally.

The HR department oversees and manages our extensive employee development and wellbeing program, with the aim to cultivate our “Sheba culture,” provide individualized professional training and development, and ensure a safe work environment. Activities are designed to support our diverse workforce, and to meaningfully engage with the surrounding communities.



97%

of employees at Sheba Medical Center are directly employed*



94.5%

of employees are employed on permanent contracts



62%

of middle management are women



9.6%

turnover rate in 2024



Only

6.2%

employees resign annually



Employees by Gender

		2023			
		Women	Men	Total	% of women in this tier
Senior Managers	Under 30	2	-		
	30-50	224	115	907	62%
	Over 50	335	231		
Middle Management	Under 30	87	44		
	30-50	945	632	2,466	61%
	Over 50	471	287		
Non-managers	Under 30	1,102	316		
	30-50	2,799	1,001	7,062	75%
	Over 50	1,418	426		
Total		7,383	3,052	10,435	-

		2024			
		Women	Men	Total	% of women in this tier
		1	-		
		239	125	946	62%
		348	233		
		76	35		
		990	650	2,519	62%
		488	280		
		1,186	308		
		2,879	1,066	7,343	75%
		1,444	460		
Total		7,651	3,157	10,808	-



Employees from Under-Represented Groups

		2023				
		People with disabilities	Ultra Orthodox	Arab Israeli	Ethiopian Descent	Recent Immigrants
Senior Managers	Under 30	-	-	-	-	-
	30-50	10	9	19	2	2
	Over 50	65	3	8	1	-
Middle Management	Under 30	-	-	34	1	17
	30-50	7	11	84	3	44
	Over 50	41	4	9	1	10
Non-managers	Under 30	20	51	444	37	19
	30-50	20	128	425	450	97
	Over 50	105	49	66	152	24
Total		268	255	1,089	647	213

		2024				
		People with disabilities	Ultra Orthodox	Arab Israeli	Ethiopian Descent	Recent Immigrants
		-	-	-	-	-
		8	11	17	4	4
		64	3	9	1	1
		-	1	32	-	12
		10	23	99	5	60
		41	6	8	1	12
		25	67	492	53	23
		28	41	433	513	116
		95	50	51	169	26
Total		271	202	1,141	746	254

Notes

- Ethiopian immigrants - we identify employees belonging to this group according to the reported employee country of origin or the country of origin of one of their parents
- Haredi - anyone who studied at Haredi institutions defined by the state or one of his children studies at these institutions
- Arab Israelis - according to self-declared religion: Muslim-Arab, Christian-Arab and Druze, Bedouin
- Workers with disabilities - includes employee with 20% or more disability including a rehabilitation recognition or 40% or more disability recognition according to the National Insurance Institute
- New Immigrants - workers who immigrated to Israel as adults (18 or older) and less than 12 years have passed since their immigration date.
- Contract workers are not included; most contract workers fill roles outside the organization's core activities, such as security, IT, and project consulting.

Training & Professional Development

Our training and professional development programs are designed to support employees throughout their professional lifecycle at Sheba, from onboarding to retirement. We have a wide range of educational and leadership programs that provide employees with the skills and knowledge they need to thrive and progress at work. Programs support all employees, including those in administrative, medicine, nursing, health professional, and maintenance roles.

Training is managed by the training unit within the department of Human Resources, which develops customized programs for different departments and roles, and manages the professional courses for clinical and health employees.

It is based on academic resources and some programs developed internally, with the aim to support employees as they enter the organization and accompany them throughout their professional development at Sheba. We have an organizational learning management system (LMS) that helps us manage our training programs, including

engagement and completion of courses. Medical training is conducted on an ongoing basis, with each department providing specialized training to clinical staff, both in person and digitally. Sheba partially funds employees' academic studies, while fully funding most on-the-job training activities.

We provide a diverse range of academic, clinical, and professional training at Sheba. In 2024, Sheba supported various training programs, courses, and workshops.



Healthcare Training

	# of participants	# days of training Sheba supported
CPR for doctors- adult and pediatric	850	850
BLS CPR	408	204
Advanced medical studies	111	
Intern preparation courses	172	
ECMO course	132	255
Neo natal CPR	207	on the job



Development and Empowerment Workshops

	# of participants	# days of training Sheba supported
Hebrew class	36	306
Basic computer skills	18	54
Smart financial conduct	69	69
Basic digital proficiency	74	74
Empowerment and productivity workshop	867	217
Pressure handling workshop for receptionists	330	82.5



Enrichment Training

	# of participants	# days of training Sheba supported
Practical orientation for doctors	285	285
Preparation for retirement	46	184
Arabic	59	none
Receptionist development	21	252
Clinical research management	69	69
Maintenance managers course	10	on employee's personal time
Lab course	130	572
HR staff development	512	205
LGBT tolerance workshops	17	9
Safety in driving courses	154	
AI courses	362	119

We regularly evaluate training programs to ensure they meet employee needs. Participant feedback consistently shows high satisfaction with course content, format, and the organization's funding of course fees and paid learning days. This indicates that our investment in employee development is valuable, meeting real needs and providing significant benefits. By prioritizing employee promotion and development, we demonstrate our commitment to viewing employees as valuable resources that require long-term investment and retention.

Passing the Baton

One of the special traditions that help us build and nurture our Sheba culture is a ceremony we initiated called "Passing the Baton", where we mark a leadership transition together with the entire department. During the ceremony, the outgoing manager shares insights about their experience, and the incoming manager shares their vision for the future. As part of the tradition, a real baton is passed from hand to hand, which contains the official appointment letter inside.

The ceremony is not only about changes in management but also recognizes and celebrates the accomplishments and contributions of both the incoming and outgoing leaders. It's a chance for staff and management to acknowledge their hard work and dedication, and the ceremony has become a meaningful ritual and tradition at the Center, with many people inviting their families to share in this important professional milestone.



Specialized Professional Development

We have developed unique professional programs tailored to specific groups, such as guidance for research doctors, who work both in the clinic and laboratory, on how to develop research strategies and effectively build and manage a research lab. The Telem Excellence Program promotes research excellence by supporting doctoral students engaged in innovative research. We support their cutting-edge research, and after completion, participants participate in a monthly forum to discuss emerging research issues and challenges.

To address the underrepresentation of women in senior healthcare roles, we have established two focused programs.

Our mentorship program pairs 25 female interns with female physicians for several months of personalized professional and personal growth guidance. This initiative also incorporates peer-learning sessions for the interns and joint meetings for all participants. In addition, we have established She Rocks, a leadership program to support entrepreneurial physicians to drive innovation and lead meaningful change in healthcare.

There are various **Forums for Health Professional Managers** that provide networking and professional development opportunities for professionals in specific fields, such as social workers, speech therapists, occupational therapists, nutritionists, physiotherapists, art therapist, x-ray specialists and more.



Participants in Professional Training

	2023	2024
Mentoring for female doctors		50
Mentoring for ophthalmology, gynecology, and OBGYN	20	35
Preparation for intern admissions committees	30	45
Training various departments	100	100

Furthermore, we offer specialized training to provide employees with the knowledge needed to adapt to the evolving job market, and to enrich them with tools they can implement in their work to excel in their roles. In 2024, we conducted AI workshops focused on data training, with lectures delivered to employees across the center.

In order to create development and advancement pathways for veteran maintenance workers, we have launched a managerial program specifically for this group. Its goal is to identify leading employees within it and provide them with tools, knowledge and opportunities for promotion within the organization.

Soft Skills Development

We provide workshops and courses on a wide range of topics, available to all Sheba employees, including:

- Conflict management
- Negotiation management
- Public speaking and presentation delivery
- Communication and body language
- Artificial Intelligence
- Language courses – Arabic, English, Hebrew
- Financial education and personal finance management
- Developing resilience and coping with stress and burnout



Executive Development

To support career development and internal mobility, we have developed a range of management training programs. All new managers – including clinicians, health professionals, and administrative staff, participate in a training day where they learn about the Sheba culture and basic management tools. One-day manager workshops are offered across the Center, covering topics such as fostering creativity, managing employees, and dealing with burnout.

We provide monthly training sessions for new managers from all departments, where they receive a comprehensive new manager kit. The training covers models for entering a managerial position, and the kit details Sheba's vision, structure, and managerial expectations, and offers practical tips on communication, conflict resolution, annual work plans, and delivering feedback.

Last year, we developed the second phase of the management program for veteran maintenance managers. This gives them the opportunity to learn from each other, develop collaborations, and explore leadership models. In addition, we have a special program aimed at identifying and selecting maintenance employees with leadership potential,

and nurturing them for future managerial roles.

In 2024, 534 managers out of 1,366 received training and development.



Managerial Skills Development

	2023	2024
Departmental Head Doctors Program	32	32
Head Nurses Training	9	17
Deputy Head Nurse Program	18	18
"Manage-Up" Program	14	14
Nurse managerial program	250	250
Researchers program	4	4
SheRocks Program	12	20
Healthcare Managers Forum	11	11
Manage-Up Forum	14	14
Training Day for New Managers	10	10
Management "Gyms"	113	144
Personal Coaching for Managers	45	45

Investing in Employee Continued Education

Sheba invests extensively in employees' continued education, with 200 employees pursuing academic studies at educational institutions across Israel annually, supported by extensive subsidies from Sheba. Medical interns receive fully funded courses for Phase A and B exams, a unique opportunity that

assists them in their professional journey. In addition, professional development programs are offered to administrative staff and department secretaries. We also offer free Hebrew classes, digital skills lessons, and life skills workshops on topics such as empowerment.



Academic Studies

	# of participants	# days of training Sheba supported
BA- Social Sciences, Healthcare management, nursing	34	1156
MA in field of work or healthcare management	93	3162
Certification studies	193	9100
High school diplomas for support staff	16	1278

Employee Wellbeing

Just as we provide comprehensive care for our patients, Sheba is dedicated to fostering the wellbeing of our employees – physically and emotionally, both in their professional and personal lives. We established a unique concept, “The Circle of Life,” that offers a wide range of activities to support employees and their families.

These include a support group for employees who are currently family caregivers, emotional support for employees experiencing a critical life event, severe illness, or financial crisis. For employees who have experienced a loss in the family, we send grieving packages to their homes during the period of mourning. We also support employees through happy life events in the form of vouchers for birthdays, the birth of a child, weddings, and other milestones. Above all, we also emphasize ensuring a safe and protected work environment.

Based on our holistic perspective of employee well-being, we operate on several levels. To promote and encourage employees’ health, there is a gym on campus and “on the clock” gym time, in addition to subsidized external gym memberships. In addition, we offer extensive periodic medical tests for a reduced fee for employees over the age of 40. As part of our enrichment activities, we also offer ongoing enrichment

lectures on various topics, and to foster a sense of team togetherness, we hold annual department team building days at offsite locations.

Recognizing that there are special situations in which employees require immediate financial assistance, we have established a dedicated assistance fund that provides emergency funds to employees when necessary.



Investing in the Next Generation

Our wellbeing concept sees the employee not only as part of the work environment but also as part of a family circle, and therefore we also direct some of our efforts towards initiatives that focus on employees’ children and their future success. Our ‘Computer for Every Child’ program retrofits computers and laptops, and gives them to children of employees who may need them.

We believe that work-life balance is a key factor in both employee well-being and productivity. Many of our employees are parents, and we invest significant resources in their well-being and that of their families through programs tailored to different ages. Following this principal, Sheba has created an education fund

that provides scholarships to employees’ children for college and university. In 2024, for the fourth year in a row, we funded almost 40 scholarships for students attending universities and colleges across the country. For younger children, we run a day camp for employees’ children during the summer vacation and there is a kindergarten that operates year-round at the Center.

To further support families, we give parents additional vacation days. Last year, we held a range of educational and recreational activities for employees’ children on campus during school vacations, and also during the early days of the war.

Addressing Employee Burnout

Recognizing that healthcare professionals worldwide experience a high rate of professional burnout, the Israel Ministry of Health conducts national surveys of healthcare professionals to assess their resilience and attrition, as well as identify factors that contribute to burnout. Through these surveys, pharmacists and interns at Sheba were identified as having high rates of burnout.

In response, we have taken a proactive, holistic approach to address these challenges, focusing on both the personal and professional well-being of our employees. Our efforts are aimed at creating an environment where staff are supported and empowered to manage their workloads effectively, ultimately fostering resilience and reducing burnout. For pharmacists, we have introduced deputy team manager positions to provide career advancement opportunities, while also training pharmacy managers to better collaborate with other departments to improve service.

For interns, senior clinicians provide mentorship to guide their sub-specialty choices and help them balance their studies with clinical work. We also offer specialized courses in statistics, research methods, and scientific writing.

Furthermore, long shifts are a significant factor of burnout for interns. Interns have said that sometimes they don't find the time to eat, so we created a program that delivers meals to them during the shift. In addition, we received feedback on the difficulty of driving home after shifts of more than 24 hours, which also raises the risk accidents. So, in a move unique to Sheba in Israel, we started providing interns with personal transportation after these long shifts. Through these initiatives, we strive to create a work environment where our staff can thrive both professionally and personally.

The 'BeYachad' Clinic – Emotional Support for Employees

The 'BeYachad' (Together) Clinic, established during the COVID-19 pandemic, offers Sheba employees individual and group psychological support, at highly subsidized rates. Beyond personal care, it includes mindfulness classes, resilience workshops, and a hotline. Recognizing that employees often face challenging and stressful situations at work, the program has been expanded and now operates on an ongoing basis, both in a personal and group format. During the recent war in Israel, it has been especially active, offering crucial emotional support to employees, especially as they care for patients and face situations directly impacted by the war.

Treating Sheba Employees Affected by the War

Since the tragic events of October 7, 2023, and the subsequent war, Sheba Medical Center has provided comprehensive support to impacted employees, particularly those with injured, deceased, or missing family members. We initiated immediate contact with employees in areas affected by the fighting and missile attacks on October 7th, and remained available 24/7 to provide assistance and support.

Beyond immediate assistance, we provide tailored, ongoing support to meet the unique needs of each employee, coordinating with external support services, as needed. In addition, we provide ongoing therapeutic support at no cost to employees who need it.



Supporting New Parents

We encourage both men and women to take parental leave when they have a new child, and offer time off in accordance with Israel's labor law. To further support employees' families, we offer flexible

work terms for new parents after they return to work from parental leave, and the return-to-work ratio for new parents after parental leave is notably high.



Parental leave

	2023			2024		
	Women	Men	Total	Women	Men	Total
Employees who were eligible for parental leave	529	187	716	560	145	705
Employees who took parental leave	529	8	537	560	11	571
Employees that returned to work this year after parental leave ended	402	8	410	486	11	497
Employees that returned to work after parental leave ended that were still employed 12 months after their return to work	394	8	402	478	11	489
Return to work rate	76%	100%		87%	100%	
Retention rate	98%	100%		98%	100%	



87%

Return to work from parental leave in 2024 for women and **100%** for men



98%

Retention rate for new parents in 2024 for women and **100%** for men



Employee Engagement & Feedback

We value employee engagement and feedback, and are committed to building a transparent and inclusive culture where we actively listen to our employees. We view this as crucial for our collective success, and for ensuring that every team member feels valued, heard, and connected to our mission.

We communicate with employees through multiple channels. We strive for all employees to have an annual review process with their manager, and in 2024, 99% of employees received such feedback. The centralized employee portal contains relevant updates, guidelines, and procedures in one place, as well as detailed information about employees' rights and benefits. We send an organizational newsletter that contains information on upcoming events and training. Special announcements to employees are communicated via email, SMS, social media, and designated WhatsApp groups. Digital screens that display important information are placed throughout the campus are also an important medium to share information.

To further enhance engagement, HR representatives from the department's Service, Experience, and Welfare team (Shahar) join departmental meetings once a month, and provide updates on

employees' rights and benefits, including information on funding for studies and courses, leadership development programs, upcoming holiday activities, recreation activities for employees' children. Additionally, HR staff conduct quarterly or on-demand visits to departments, and provide detailed information on employee rights and services, answer questions, and facilitate open discussion about employee needs. These meetings strengthen communication between employees and management, enabling valuable feedback.



99%

of employees had an annual review process with their manager



Listening to Employees

To gather employee feedback, comprehensive surveys are implemented periodically to gather data-driven insights into organizational processes and employee trends, enabling targeted improvements and interventions. The 2024 Organizational Connectivity Survey aimed to assess employee engagement and satisfaction, building upon previous surveys from 2021 and 2022. Satisfaction scores remained consistent over the past three years, with Sheba Medical Center's 2024 average of 3.75, exceeding the average in Israel. Recommendations derived from the survey results include enhancing accessibility to existing solutions, increasing investment in professional development, and strengthening manager-employee relationships.

As part of Civil Service Commission's policy, an in-depth employee engagement and connectedness survey was conducted at Sheba in 2023. The survey involved 3,117 employees and revealed that 35% are highly engaged, meaning that they are emotionally connected to the hospital, proactive, promote the organization, go beyond what is required, committed, take

responsibility and show caring. Sixty percent were passively connected, meaning that they do what is required but are not emotionally connected to Sheba, and only 5% had a low engagement response. **It indicated a majority of employees perceived their work as valuable and influential, expressed job satisfaction, and demonstrated a willingness to go beyond their defined roles.** It also indicated areas for improvement, including management's connection with units in the field. Based on these findings, an action plan was developed to address the identified gaps and further enhance employee engagement.

As part of the Ministry of Inspection's National Program for Strengthening Health System Workers and Preventing Burnout, a national survey was undertaken to measure burnout levels among healthcare professionals in 2021. Certain sectors were identified with high levels of burnout, and based on these findings, as well as results from the 2018 survey, remediation plans are being implemented, with ongoing efforts to address these issues. To improve employee wellbeing, we

have implemented measures including upgraded staff rooms, emotional therapies, resilience workshops, discounted gym memberships, family support programs, and flexible work solutions when relevant. We have set up enhanced digital communication channels to promote engagement and ongoing feedback, and we plan to establish a new team in HR that will focus on fostering department collaborations and promoting management development.



HR Service Center

Recognizing that in such a large organization it can be a challenge to receive direct, quick personal responses to HR-related inquiries, we established an HR service center for employees. This allows them to inquire about individual HR issues, such as employee rights, obligations, benefits, reporting procedures, etc. This channel for direct assistance also provides employees with the opportunity to make inquiries, without directly approaching their manager. Inquiries can be made in person, by phone, email or dedicated website. In 2023, it handled over 104,000 inquiries – ~430 a day.

The Right to Unionize

We support the right of our employees to unionize, and just about 100% of them are members of the Sheba's employee union. Additionally, some employees such as doctors, nurses, and other healthcare professionals are members of their respective professional unions, which are recognized by the state, with terms considered as part of working conditions and wages discussions.

Promoting Diversity

As we serve all members of Israeli society, a cultural mosaic of people from diverse cultural and ethnic backgrounds, and with Sheba being one of the largest public employers in Israel, we believe it is essential that our workforce reflects Israel's full societal mosaic, at every level. We recognize the tremendous value that diversity brings – enhancing our creativity and adaptability as an organization, while enabling us to better understand and serve our diverse patient population.

We appreciate the rich variations in culture, language, and personal backgrounds of our employees, and value the opportunities to create a rich organizational environment. Our leadership has positioned diversity as a top priority, and we have extensive programs and initiatives that foster inclusion. We have appointed a Diversity Director who sets and implements policy in this field. We are committed to creating equal employment opportunities in recruitment, retention, and promotion. We comply with The Civil Service Commission's guidelines, but our dedication to diversity goes further, driven by our ethical values. We strive for meaningful representation at every level of the medical center.

Note: The Israeli Government's Civil Service Commission's target regarding ultra-orthodox Jews is 7% of all new employees

As a government hospital, Sheba adheres to Section 15A of the Israel Civil Service Appointments Law, which mandates addressing diversity and allocating appropriate funding for underrepresented groups. These include women, people of Ethiopian descent, Arab Israelis, people with disabilities, ultra-Orthodox Jews and recent immigrant to Israel.

We monitor our workforce diversity against the targets set by the Civil Service Commission, presenting the data to our management twice a year. We improved our gender equality score in the Israeli Government's Civil Service Commission's metrics, rising from 77.5 in 2022 to 87.8 in 2023 and to 89.3 in 2024. This improvement, the second largest among all government units in Israel, reflects strong performance in areas like

organizational equitable climate (score of 100) and women in management (score of 82).

Note: the ratio of employees of Ethiopian descent at Sheba is much higher than their ratio in the Israeli population and the state target. Our objective is to promote greater representation for this group in higher-level positions. Our target is to triple the number of people of Ethiopian descent in the first management tier and double their number in the second one.



2024 Diversity performance:



Ultra-Orthodox Jews:

1.9%

of employees*



Israelis:

10.6%

of employees, meeting the state target



People of Ethiopian descent:

6.9%

of employees



People with disabilities:

0.5%

of employees

Supporting Diverse Cultures

We are proud to celebrate our rich diversity, and to foster cultural awareness and demonstrate respect for all employees, we actively acknowledge and celebrate holidays unique to various cultural groups. This includes major observances like Ramadan, Christmas, Sigd and Druze holidays, in addition to national Israeli holidays. These celebrations are held in the Center's lobby and in public spaces in the hospital. We also acknowledge various holidays through portal announcements and personalized SMS messages.



10%

of eligible individuals continue to be employed after retirement age

Empowering Diverse Populations

While public awareness of screening tests is growing, we recognize that certain populations have significantly lower rates of routine testing for the detection of illness. To improve health outcomes within these communities, including our employees, and with the belief that offering accessible testing will boost overall participation, we have launched language-adapted breast screening for women of the Ethiopian community, aligned with medical guidelines. In addition, we also organize a series of lectures on the topic of sexual harassment in various languages.

Recognizing longer lifespans and healthy aging, we offer continued employment for employees who have reached retirement age but wish to stay on, without affecting promotions. We have a program that finds suitable roles for retirees, including managers, allowing them to remain vital and contribute their skills and experience to the organization. Currently, 10% of eligible individuals continue to be employed after retirement age.

Sheba Family Initiative

One of our flagship programs is an initiative that creates meaningful employment opportunities for employees' children with special needs. The program strengthens our inclusive workplace culture by providing part-time positions that accommodate diverse abilities. Launched in 2023, it has successfully integrated 13 individuals with disabilities across Sheba's departments. In order to provide the best conditions for the success of this project, and with the understanding that there may be natural difficulties on the way, participants receive personalized placement with professional guidance, and managers are supported in creating accommodating

work environments. In 2024, the initiative was expanded to include siblings of employees with disabilities, while providing opportunities for full-time positions, as well.



13

individuals with disabilities who are employees' family members were integrated as employees at Sheba in 2023



Fighting Against Bias

We are dedicated to fostering a safe and respectful environment where every individual—employee and service provider alike—is treated with equality and fairness, regardless of religion, skin color, origin, nationality, or gender.

There is a designated Diversity and Prevention of Racism Officer who is responsible for promoting diverse employment, preventing discrimination, and ensuring a supportive and inclusive environment.

We have clear reporting mechanisms for any type of discrimination or harassment and contact information for the Officer is available on both the internal portal and

Sheba's external website, including phone and email. Individuals can also schedule a meeting to report any incidents or discuss questions in person. In order to raise awareness we also publish all contact options on the screens display at the employees dining room to encourage employees to report any incident. In 2023, 5 cases of discrimination were reported, and 8 in 2024.

All reported instances are transferred to the Unit for Combating and Preventing Racism at the Ministry of Justice, and in 2024 we partnered with the unit to conduct a survey on employee perspectives on discrimination. Based on the feedback, particularly regarding uncertainty about reporting procedures, we are developing targeted initiatives to ensure employees know how to address discrimination incidents.

To raise awareness and mark the UN International Day for the Elimination of Racial Discrimination, we held dedicated events, and special workshops.

Diversity Training & Fostering an Inclusive Workplace

We are committed to fostering an inclusive work environment through comprehensive training across the center. We provide lectures and training on gender equality, and held multicultural awareness sessions.

In 2024, we delivered ten lectures at the Sheba School of Nursing focusing on diversity and the prevention of racism. To combat sexual harassment, we hold campus-wide lectures on the topic, host engaging theatrical performances. We also deliver specialized sessions addressing harassment within the LGBT community. Furthermore, meetings with division and department heads are held to ensure that diversity and inclusion are consistently prioritized at all leadership levels. These educational efforts aim to create a culture of awareness and respect and empower employees to recognize and address inappropriate behavior.

We address racism, following Ministry of Justice guidelines, through complaint resolution and targeted workshops. These workshops, explore hospital-specific scenarios, including micro aggressions, and emphasize bystander intervention. We hold training for nursing managers and provide extensive lecture-based education. Looking ahead to 2025, we plan to integrate diversity lectures into our executive training programs.



A Lighthouse of Coexistence

Sheba Medical Center's **Lighthouse of Coexistence** initiative recognizes the Israeli healthcare system, and Sheba specifically, as a longstanding "island of coexistence" within a multi-sectoral society. It aims to preserve the unique collaborative environment at Sheba, built on shared values and a sense of mission, where people from all backgrounds unite, creating a resilient space that withstands societal tensions.



The Lighthouse of Coexistence was launched at Sheba during the 2021 Operation Guardian of the Walls, a period of heightened inter-sectoral tension in Israel. Its purpose was to promote coexistence and tolerance among Sheba employees through dialogue and addressing conflicts. It supported managers in fostering open dialogue with their employees, offering assistance with team conversations. Reflecting its name, the Lighthouse initiative is designed to project the values of tolerance beyond the Sheba campus to the Israeli society.

Recognizing that tensions between different groups within Israeli society can escalate existing sensitivities, both in person and online, that would otherwise be solved without intervention, the initiative was reactivated at the start of the 2023 Iron Swords war.

The Lighthouse team is intentionally diverse, including Arab and Jewish men and women, which builds trust across the medical center. It operates on a consensus-based model, requiring unanimous agreement from its small, dedicated think tank for all decisions. Throughout the Iron Swords conflict, the team addressed 2-3 incidents daily, totaling over 200 cases. They conducted numerous interventions, including team calls, resilience conversations, individual

consultations, and department visits. They helped to effectively resolve most conflicts, finding that over 90% stemmed from misunderstandings and communication issues, and only 1% escalating to formal complaints.

Employees are increasingly turning to the Lighthouse, not due to increased conflict, but because of heightened trust and awareness of its ability to manage daily interactions and promote tolerance.

Sharing Our Knowledge on Diversity

As a national leader in promoting diversity and addressing related issues, Sheba extends its expertise through lectures to other organizations, including the military, state prosecutors, and Diversity Managers at other government entities.



Over **200**
conflict cases addressed



Over **90%**
stemmed from
misunderstandings and
communication issues

Safety

At Sheba Medical Center, safety is a top priority. **We are dedicated to:**

- Safeguarding the health and well-being of patients, visitors, and staff.
- Providing the highest quality care in a safe environment for all.
- Preventing accidents and minimizing risks across all medical, administrative, and academic activities.
- Avoiding incidents that could lead to financial, legal, or reputational damage.

As a leading medical institution, Sheba Medical Center integrates safety into every aspect of our operations. This commitment to safety is inseparable from our dedication to professionalism, quality, and excellence in patient care. We embrace a leadership role in safety, with every manager, whether in clinical or administrative roles, directly responsible for safety within their areas, including patient care, staff operations, infrastructure and facilities management.

Our four pillars of Safety:



- Safety is a fundamental right for everyone at Sheba, and we are committed to upholding relevant legal and ethical standards.
- Leaders at all levels are accountable for safety in their areas.
- All employees are active partners in fostering a safe environment.
- Every individual is responsible for their own safety and the safety of those around them.



- Safety is an integral component of professionalism.
- We implement specialized safety measures tailored to the unique needs of each department and activity.
- All employees contribute to identifying, reporting, and resolving safety concerns.
- Resources are allocated to safety, based on the level and nature of the risks involved.
- Dedicated safety officers provide expert guidance and support to ensure the implementation of best practices.



- Safety management is embedded in our overall operational strategy.
- We prioritize risk assessment, planning, and prevention.
- Our approach includes thorough training, awareness initiatives, and the implementation of protective measures to mitigate potential hazards.



- We foster a culture of learning and improvement.
- Safety incidents are thoroughly investigated, and lessons learned are shared and implemented.
- Leaders establish clear safety goals, track progress through measurable indicators, and maintain a robust safety management system.

By adhering to these principles, Sheba Medical Center strives to create and maintain a safe and healthy environment for everyone – patients, employees, and visitors.

Comprehensive safety measures are in place across the Medical Center, spanning a wide range of topics, such as:

- biosafety
- Medical gases
- Lifting patients
- Personal protective equipment
- Preventing falls
- Electrical safety
- Contractor, maintenance, and housekeeping safety
- Working at heights
- Traffic safety

Safety Management

Safety policies and regulations are in place across the Medical Center, according to the relevant departmental operations and activities. The annual Safety Management Plan details the necessary management and control measures mandated by various safety policies, in compliance with the regulations set by the Labor Supervision Authority, as well as institutional and regulatory policies.

Safety is managed by the Safety Manager and the safety team, which oversees safety activities and training throughout the Medical Center. There is a center-wide Safety Committee that meets regularly (8 times a year) and is comprised of representatives from across the Center. The Committee is responsible for updating or changing safety rules and policies, investigating any safety incidents and their causes. It also makes recommendations to improve safety conditions and prevent noncompliance. In each department, the head of department is responsible for safety implementation and compliance in that area.

To ensure safety measures are up to date and relevant, the Safety Director proposes safety goals, objectives, and performance indicators, which are then approved by Medical Center management. These indicators are used to track progress, inform annual updates to safety targets, and drive continuous improvement. All departments are evaluated on their compliance with these safety goals.

Safety Training & Awareness

Safety training is provided to all Sheba employees, including medical and administrative managers and employees, according to their specific roles. New employees receive safety training, including an explanation of potential dangers in their work areas, and receive protective equipment when applicable. Across the Center, safety information, operating instructions, and safety data sheets (MSDs) are posted prominently, as required by regulations.

Once a quarter, managers at specific organizational levels dedicate a staff meeting to the topic of safety, where they review safety protocols, identify risks, analyze any incidents and lessons learned, and provide any training updates to their staff. In addition, a safety bulletin is sent out to all employees.

There are designated Safety Trustees across the Center who assist department managers in leading projects to improve and maintain safety in their areas. The Trustees serve as additional “eyes on the ground,” and encourage staff members to take the necessary safety measures and report any concerns. In addition, they provide employees with guidance on the correct implementation of safety procedures.

To foster a strong culture of safety, Sheba emphasizes individual responsibility and compliance, while also promoting and encouraging safety at the organizational level.

Safety performance is incorporated into employees’ performance evaluations and is considered in promotion decisions. The Medical Center will introduce an annual safety award for outstanding contributions and periodically recognizes individuals with a “Safety Star” for exceptional efforts in advancing safety.



Safety Risk Management

We take a systematic approach to safety risk management through identifying, assessing, and mitigating potential hazards to acceptable levels.

We ensure all planned activities align with our mission and safety objectives, and this approach is incorporated into our operational planning. Timely and accurate reporting of any safety violations or incidents is required; all safety events must be reported verbally and in writing to supervisors and safety management within 24 hours. This allows for immediate action and remediation, effective decision making, and continuous learning.

Every safety incident undergoes thorough analysis at the unit level, led by the unit manager, with support from the Center's risk management and safety experts. Depending on severity, incidents may also be investigated by the Safety Manager and presented to the Safety

Committee for cross-disciplinary learning. Lessons learned are integrated into work processes, procedures, and training programs to prevent recurrence and enhance safety across the Medical Center.

Thanks to our emphasis on safety, we have seen a dramatic decrease in serious accidents at Sheba. We define serious accidents as ones that cause an employee to miss at least one day of work, to need medical treatment beyond first aid, or to have caused them to switch to a different role. **There was a 28% drop of such accidents from 80 in 2023 to 58 in 2024.** Our Lost Time Injury Rate (LTIR), calculated according to the OSHA formula was 0.87 in 2023 and 0.61 in 2024. We had no cases of work-related ill health and no fatalities caused by work accidents. Also, thanks to efforts in monitoring operations drivers, adding safety features to vehicles and addressing violations, the number of vehicle accidents dropped by 50% from 2023 to 2024.

We conducted more than 520 safety inspections in 2023 and 630 in 2024, including checks for safety culture, risk surveys, sanitation surveys, construction monitoring and hazard monitoring.



28%

drop in accidents from 80 in 2023 to 58 in 2024



520

safety inspections in 2023 and 630 in 2024



0.61

Lost Time Injury Rate (LTIR) in 2024, compared to 0.87 in 2023



50%

reduction in vehicle accidents from 2023 to 2024

630

safety inspections in 2024 including checks for:

- safety culture
- risk surveys
- sanitation surveys
- construction monitoring
- hazard monitoring

OUR COMMUNITY

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Our Community

As the City of Health, we serve as vital connector between excellence in healthcare and the community we serve. We believe that excellence in medicine inherently carries a commitment to social responsibility. Healthcare does not end within the walls of the hospital—it encompasses accessibility to medical services, strengthening vulnerable communities, promoting preventive care, and reducing health disparities.

Our deep community bond is demonstrated through various initiatives: a social clinic providing medical care to undocumented and marginalized populations, international humanitarian aid efforts in both routine and emergency situations, a community network of 1,300 volunteers, and a commitment to bridging gaps in healthcare quality between geographic and social peripheries.

This dual approach — to our local community and to our global humanitarian responsibilities, reflects Sheba's foundational belief that medical excellence must be paired with community engagement and human

compassion to truly fulfill our mission. “Hope without boundaries” represents the heart of our mission to extend compassionate care beyond our center walls and bring our expertise to those who need it most — in Israel and around the world, without regard for religion, race, or gender.



Volunteers at Sheba

At Sheba, we redefine the traditional concept of organizational volunteering. While our employees do participate in community volunteering, our unique role is to be an enabler for others to volunteer, empowering individual contributions and broader community involvement. We understand the importance of this role and have developed an institutionalized, structured program that incorporates training, education, welfare activities, recognition, and more to support our volunteers.

Volunteering has been an integral part of Sheba Medical Center since our establishment in 1948. What started in a grass-roots manner, as former patients or their family members wanted to give back, eventually grew to hundreds of volunteers. In 2017, to formalize the program, Sheba established an official volunteer unit within the Human Resources department to manage, coordinate, and train volunteers.

The volunteer program includes:



1,307

long-term volunteers, committed to at least 6 months, 4 hours weekly



Coordination with

20+

nonprofit organizations



160

national service members*



1,000+

one-time volunteers in corporate volunteering events, involving dozens of companies



* "National Service" is an alternative civil framework to the mandatory military service in Israel.

Volunteers undergo a thorough training process, similar to that of our employees. This includes initial interviews to match skills with hospital needs, police background checks, medical vaccinations, clear role descriptions and expectation reviews. They receive formal orientation to familiarize them with the organization and the Sheba culture, as well as department-specific training. For large volunteer groups, we appoint lead volunteers who serve as key contacts. In partnership with a government volunteer training organization, we are building a three-session training program focused on how to develop emotional resilience.

Volunteers serve in clinical and administrative capacities across the center. For example, there are 40 dedicated volunteers in the oncology hospice unit who have become integral members of the team, there are volunteers working on technology innovation at MILBAT, and there are dedicated volunteers who serve as operating room liaisons, acting as contacts between the surgery teams and waiting families. Additionally, there are 50 "Ask Me" volunteer guides who greet patients and help them navigate the hospital campus and get to where they need to go.

The volunteers have a profound impact on Sheba. For patients, they offer their undivided attention and support that

complements the clinical care. For the hospital, volunteers contribute to an enhanced patient experience, with personal connections formed with many patients, and they provide additional support that allows employees to focus on their clinical and administrative responsibilities. In addition, the program helps to create a stronger connection with the surrounding communities.

Not less important, the volunteer program provides meaningful purpose to our volunteers themselves, many of

whom are retired, fostering a deeper social connection and sense of belonging and purpose. It also offers an opportunity for people to give back following a personal or family experience with the medical center. We deeply appreciate the dedication of our volunteers, and have built a comprehensive empowerment and recognition program that includes lectures, special events, and tokens of appreciation.



40

dedicated volunteers in the oncology hospice unit who have become integral members of the team



50

"Ask Me" volunteer guides who greet patients and help them navigate the hospital campus



130

volunteers are Sheba retirees

The Center for Social Medicine at Sheba

Social medicine addresses how societal factors and inequalities shape health outcomes. It recognizes that health disparities are rooted in social forces, not just individual biology or medical conditions. This approach extends beyond traditional medical care to include community-based support, connecting vulnerable populations with vital resources like food, housing, and social services.

Sheba's Vision – Equitable Access to Health

Social medicine at Sheba is grounded in the principle that the right to health should not be contingent on a person's legal status or socioeconomic background but rather, it should be accessible to every person. We believe doctors are the natural advocates for the poor, and their role is to stand by disadvantaged populations and work for social change that will benefit their health.

To fully understand a patient's health, particularly in marginalized communities, we must consider the "social determinants of health"—factors such as language, culture, immigration status, and income. In Israel, this means providing care to a diverse range of underserved populations, such as refugees and migrants living in Israel without permanent status and access to healthcare, homeless individuals,

women and men in the prostitution cycle, and residents of unrecognized Bedouin villages in the rural south.

Sheba aspires to lead the field in Israel and to address social gaps that affect the right to health. Social medicine at Sheba is intended for all disadvantaged populations, and our activities are intended to foster a broader social and educational discourse, guided by our commitment to upholding moral and human values. Through ongoing initiatives, awareness training, collaboration with local and international organizations, and a desire to advance humanitarian values, the center works to improve physical health and strengthen the broader social values that support it.

Women's health course
for Eritrean immigrants >



Providing Care for the Most Marginalized

Over the past decades, Israel has experienced a significant increase in immigrants and refugees from Africa and South Asia. Members of these communities, many of whom are without a clear legal status, face substantial challenges, including limited access to healthcare and significant cultural and language barriers.

In 2009, several Sheba doctors started to provide health services to these communities voluntarily, and in 2023 Sheba officially established the **Center for Social Medicine**. It delivers clinical care and health education to individuals in vulnerable populations and is a pioneer in the implementation of social medicine in Israel, serving as a model for comprehensive solutions for disadvantaged communities, including asylum seekers and migrant laborers.

Through the center, individuals receive treatment at Sheba or through home visits, as well as ongoing support at specific Sheba clinics. There is an interpreter and cultural coordinator who assists with patient care. Outreach to the communities is done in partnership with local nonprofits and community leaders. To share knowledge and increase access to quality care, the center has developed

courses for Israeli health professional focusing on specific health issues of vulnerable communities and coordinates with the Israeli Ministry of Health to find solutions for uninsured patients at other hospitals in Israel.

About 60 patients were treated at the center in 2023, and about 70 in 2024. Individuals received a variety of care, including oncology, HIV treatment, dialysis, elective surgeries, and emergency hospitalization. In addition, the center presented 15 lectures to various professional groups, including healthcare workers, medical students and interns, social workers, and paramedic teams.

To support community health, the center has initiated several projects with members of refugee communities, including activities and training. It has established a program of local community health workers, who receive specialized training and serve as points of contact in their communities. They provide guidance and assistance for a range of public health issues, such as birth control, vaccinations, living with chronic diseases, exercising rights, and preventing infections.

60
patients were treated at the
center in 2023, and 70 in 2024



The Sheba Humanitarian & Disaster Response Center



The Humanitarian & Disaster Response Center (HDRC) at Sheba was established in 2017 to provide medical professionals with the tools and training needed to handle large-scale medical emergencies. When a global humanitarian or medical crisis occurs – anywhere in the world, the center rapidly dispatches highly trained response teams to support local caregivers and civilians. It provides humanitarian assistance or operates dedicated disaster response missions, with the capability to construct and operate an advanced field hospital, if needed.

Since its inception, the HDRC has launched multiple humanitarian and disaster response missions worldwide while making great strides in emergency medicine methodologies.

Global Deployment



HDRC Activities

- **Disaster Response**

HDRC response teams have deployed to large-scale disaster sites worldwide caused by earthquakes, tsunamis, or wars. They have provided assistance following a cyclone in Mozambique, an earthquake in Haiti, and in the recent war in Ukraine, they established the Shining Star field hospital that treated over 6,000 patients during only six weeks of operations.

- **Humanitarian Aid**

Driven by the belief that everyone, everywhere, is entitled to good health, HDRC works to address healthcare inequities at the individual, community, and system levels across the globe. It has sent missions to guide and aid local medical teams fighting a measles outbreak, and experts were dispatched across the globe to share the unique know-how accumulated at Sheba as a leader in the fight against COVID-19.

- **Disaster Medicine Training & Education**

HDRC offers a variety of unique courses and training programs to share its medical expertise, including technical training and the development of skills necessary for adapting to different physical and cultural environments. Training is offered at Sheba or on-site in hosting countries and is provided by experts from Sheba Medical Center, as well as specialists from various government ministries and emergency medical organizations.

- **Disaster Medicine Research**

In affiliation with the Tel Aviv University School of Medicine, HDRC conducts research in the fields of disaster and emergency medicine and collaborates with other academic institutions in Israel and around the world. Research encompasses clinical and epidemiologic studies as well as technical aspects of preparedness and operation in harsh environments. It is then used to develop novel projects and techniques that improve patient care and the management of complex medical scenarios.



MSR – Israel's Center for Medical Simulation

MSR at Sheba is a cutting-edge facility where healthcare professionals and others can hone their professional skills in realistic environments. MSR's successes and its unique approach have made it an arm that provides services not only to Sheba, not only to the medical sector, but a concept that has been expanded to other public services in the community.

Through MSR's advanced simulation-based training, including technological and actor-based interactions, it provides an immersive experience for learning in a safe space – a crucial component in preparing professionals for real-world interactions, from routine procedures to crisis situations. Training at MSR enables providers to improve their clinical and communication skills, thereby creating a safer, more ethical and humanistic, patient-centered culture of treatment. MSR is a place where you can make mistakes in simulations of extreme, life-threatening situations, before encountering them in real life.

MSR's impact extends well beyond Sheba's campus. Every year, approximately 20,000 people, including Sheba employees and other professionals, participate in training programs at the center. In addition to healthcare-related situations, MSR provides professional training for members of the legal and education sectors who deal with sensitive situations

at work, such as those related to sexual assault or child abuse. Additionally, there is MSR Jerusalem, which opened in 2017, and MSR on Wheels, a mobile unit that provides on-site training to medical teams, which extend MSR's capabilities throughout the country.

Everything MSR does is geared towards promoting equality. It helps caregivers familiarize themselves with the conditions, circumstances and needs of others, especially the most, otherwise underserved and lesser-known populations.

One of the key objectives of MSR is to strive to minimize medical errors, and which disproportionately affect vulnerable populations, such as children, the elderly, and immigrants. Specialized training programs have been developed to identify and address discrimination against members of weaker populations, reflecting Sheba's deep commitment to promoting social justice, equality and accessibility within the healthcare sector.

To address the future of healthcare, MSR has developed Health Space 2030, which focuses on simulating the future of medicine, such as those related to home health care and the integration of AI in clinical care. This supports a clinical approach grounded in human dignity and respectful patient interactions, even as new technologies are integrated into day-to-day practice.



Nationwide Mental Rehabilitation

Since October 2023, Sheba Rehabilitation Hospital has provided extended rehabilitation services nationwide.

The events of October 7th, 2023, and the intense fighting that followed had a profound impact on Israeli society as a whole, as well as on the medical center's operations. Sheba received 70% of the war wounded, primarily at Sheba Rehabilitation Hospital. The urgent need for rehabilitation beds led to a threefold increase in rehabilitation capacity in a short time frame, and corresponding adjustments to therapeutic practices. One of the areas of focus during this period was mental health. Learning from our past and current experiences, we recognize the tremendous importance of mental health support during treatment of the wounded, and the value of early intervention. Therefore, we integrated psychiatrists as an integral part of our trauma teams, and they are present when injured patients arrive by helicopter. This allows us to immediately support the process of healing and mental rehabilitation.

Returning to Life: The National Center for Mental Trauma

Given the ongoing conflict and its widespread impact, we recognized the urgent need to extend mental health support beyond our hospitalized patients. We understood the importance of providing assistance to active duty soldiers, reservists, security forces, and their families, who have been significantly affected by prolonged periods of service.

Consequently, Sheba established Returning to Life (Chozrim l'Chaim), the National Center for Mental Trauma, with 7 branches across the country. The initiative was set up quickly, driven by our strong sense of community responsibility and commitment to serve the entire country in this time of crisis.

The Center was established in partnership with the Rehabilitation Department at the Ministry of Defense, the Zahal (IDF) Disabled Veterans Organization, and with support from the FIDF Organization and the Cohen Veterans Network. It provides fully funded treatment for eligible men and women, including reserve soldiers

returning from military service, as well as those who served in the security forces, national and border police, prison service, and fire and rescue forces.

The program delivers comprehensive, personalized rehabilitation programs to address mental health of each treated individual. It utilizes a range of advanced therapies, including CBT, EMDR, neurofeedback, mindfulness, art therapy, and family and couples therapy, all available in one location. Centers are located at the Sheba campus and at six additional sites across the country, in Beit Halochem Centers.

Participants benefit from access to Israel's leading experts in psychological trauma and innovative treatment methods. A key feature of the program is its tailored therapeutic support for family members, acknowledging their vital role in the rehabilitation process. This holistic approach, encompassing occupational therapy, physiotherapy, speech therapy, psychological support, spiritual guidance,

and complementary medicine, is designed to help individuals return to their daily lives with renewed hope and resilience.



Shavim Le'Chaim (Back to Life): A Center for Returning Hostages and Their Families

In response to the unprecedented situation of the kidnapping of hundreds of individuals on October 7th, Sheba Medical Center developed a personalized, comprehensive treatment plan addressing their medical, rehabilitative, and mental health needs. For those who have returned and will return from captivity, the path to healing will be a lifelong journey. Captivity inflicts physical, emotional, and psychological scars, not only on those who endured it but also on their families—parents, spouses, children, and their extended circles.

The Back to Life (Shavim Le'Chaim) Clinic is a pioneering model of integrated mind-body-soul care, uniquely equipped to address the needs of survivors and their families. The clinic serves as a single, comprehensive medical point of contact for returnees and their families, with multidisciplinary teams of medical, rehabilitation, and mental health experts that provide ongoing, personalized care. Teams include specialists in physiotherapy, occupational therapy, speech therapy, nutrition, dentistry, and social work, as needed.

To ensure convenience and accessibility, treatment is offered at Sheba Medical Center, remotely via Sheba BEYOND, and at home, allowing each individual to receive the most suitable, personalized care in their preferred setting. The program provides a path to true rehabilitation and growth, offering hope to those who have endured severe trauma.

Our clinic's mission is twofold:

- 1 To restore returned hostages and their families to health and wholeness, with the comprehensive, compassionate and respectful attention they deserve.
- 2 To create a model of care that can be shared with other institutions, ensuring that the lessons learned here benefit populations around the world.

To date, we have treated about 90 people, including returning hostages and their family members.



Our medical teams remain alert and ready to receive all returning hostages. Our mission will not be completed until the last of the hostages return.



ETHICS AND GOVERNANCE

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Our Organizational Structure

The Sheba Medical Center is a government agency managed as a separate economic unit, and governed according to the directives of the Israeli Civil Service Commission. Sheba's activity is supervised externally by the Israeli Ministry of Health's Hospital Division. Under the Israeli law, governmental hospitals are not required to maintain a Board of Directors, due to their public ownership and regulatory oversight structure. In this framework, Sheba is managed by a management committee that includes VPs from all aspects of Sheba's activity and meets monthly.

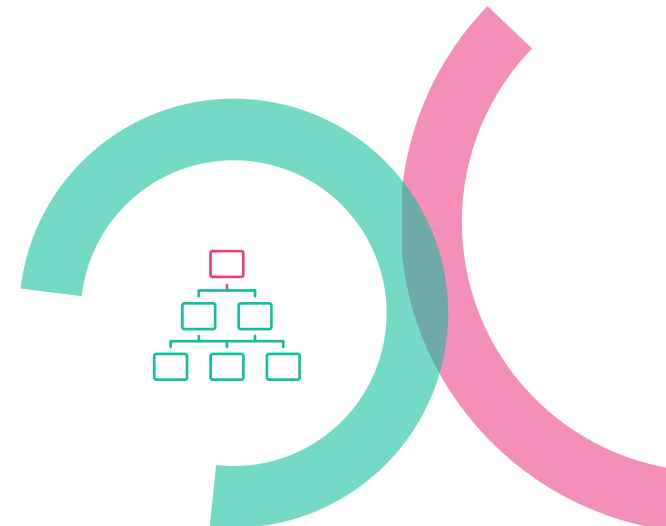
The medical center includes the hospital and also operates a "Health Fund", which is a non-profit association that allows flexibility to employ additional employees beyond the hospital's government standards. The hospital and the Health Fund are two separate legal entities, but one economic entity, and there is a set of laws that regulate the relationship between them. The hospital's management structure includes personnel employed by the Fund, which also includes about a third of the medical center's activities. While the Fund operates as a non-profit, it works to optimize the hospital's resources and increase revenue, and any profits it has are reinvested directly to the medical center to support its ongoing needs. The chairman of the Fund's executive committee is the hospital's CEO. All 11 government hospitals utilize similar funds, which **facilitate the integration of high-quality private medical practices into the public healthcare system.**

Since the hospital is a non-profit institution, ROI is measured by our activities, and not by economic profits. Efficiency is still measured across the center, including the utilization of operating rooms or other resources. Even if a service is financially unprofitable, it may be expanded if it increases access to healthcare, as our guiding principle is to maximize the provision of healthcare services to as many people as possible.

Since Sheba is a government owned hospital it does not pay taxes on its income. Health services in Israel do not incur Value Added Tax (VAT), so Sheba does not charge patients VAT for its services. Employees do pay income and health taxes on their income.

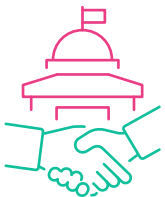
Transparency

Transparency is maintained through multiple layers of oversight, including the hospital's internal audit department, the Fund's auditor, an audit committee, and a state auditor from the Ministry of Health. To promote transparency in hospital performance, we track and publish service efficiency indicators, such as waiting times for MRIs, as described in the Quality of Care section of this report. In addition, there is a Freedom of Information Commissioner under the Freedom of Information Law.



Ethics and Responsible Governance

Sheba Medical Center maintains rigorous ethical and operational standards by adhering to a comprehensive framework of internal and external policies and regulations. We are dedicated to providing the highest quality of care, aligned with our core values and all applicable legal requirements.



Our Code of Ethics

Sheba's Code of Ethics promotes employee unity, enhances our service to patients and their families, and fosters collaborative and supportive teamwork. It provides a shared ethical language, defines acceptable and unacceptable behavior, and defines standards of behavior across the hospital.

The treatment of patients and their families is Sheba Medical Center's core value. Our staff confronts ethical choices daily, impacting every aspect of their work. We are deeply committed to ethical standards that exceed legal obligations, and the Code of Ethics clearly outlines responsibilities and expected ethical behavior for all employees.

The Code includes a detailed description of ethical principles for daily work, practical tools for ethical decision-making, and clear guidelines for reporting ethical issues. It is designed for all personnel at Sheba Medical Center, encompassing doctors, nurses, health professionals, administrative and maintenance staff, researchers, students, volunteers, managers, and external employees operating on-site. Sheba's Code aligns with Israel's Civil Service Commission's Code of Ethics.



The Sheba Code of Ethics is based on these principles:

1. **Integrity** in all behavior within and outside the organization
2. Cultivating and maintaining **human dignity** among the organization's employees, patients, and clients
3. Protecting **the hospital's assets** in physical, economic, intellectual property, and environmental aspects
4. Maintaining the **confidentiality and privacy** of private and health information of Sheba's patients and employees
5. **Ethical conduct with all entities** that maintain contact with the medical center
6. Conduct and **compliance with the laws** of Israel
7. **Comradeship** among people of all backgrounds, religions, and ethnicities, as well as among employees, patients, families, and visitors.

Integrity at Sheba Medical Center means acting ethically beyond strict legal requirements, fostering respectful and honest relationships with all stakeholders. A conflict of interest occurs when an employee's personal interests could compromise their professional judgment. Any potential or actual conflict must be reported to a supervisor for guidance and full disclosure and is dealt according to set procedures.

We are dedicated to fostering a workplace where every individual is treated with respect and dignity. We are committed to inclusivity, valuing diversity in education, culture, origin, gender, age, religion, physical ability, and sexual orientation. Discrimination is strictly prohibited. Sheba maintains a zero-tolerance policy for all forms of harassment, including threats, intimidation, and verbal or psychological abuse. Any offensive remarks, unwanted physical contact, or actions perceived as degrading are unacceptable, and are treated strictly. We prioritize a safe environment for all employees, medical staff, researchers, students, and volunteers. Violence of any kind—physical, sexual, emotional, or psychological, is strictly forbidden.

Sheba Medical Center staff must use hospital assets responsibly and ethically. All personal information, including patient and employee data, is collected and used only for legal purposes and in compliance with relevant laws. Staff are obligated to safeguard the privacy and confidentiality of this information, particularly medical records. Sharing patient information in public spaces is absolutely banned, and is treated accordingly in case of violation.

We partner only with entities that comply with all applicable laws and regulations. Partner selection is based on objective, fair criteria, ensuring transparency, quality, safety, and environmental protection. Staff are legally prohibited from accepting any services or benefits that could influence business decisions with external parties.

Sheba Medical Center and its employees operate in strict compliance with Israeli law. No illegal activity is tolerated. Labor relations are built on comradeship and fostering a sense of belonging for everyone, including new employees. We strive to create a workplace of friendship and mutual respect, which positively impacts both employees and patients, promoting a supportive healing environment.

In addition to the organizational Code of Ethics, Sheba employees adhere to specific professional ethical codes relevant to their respective healthcare fields. These include:

- **Physicians:** Professional Code of Ethics of the Israel Medical Association
- **Nurses:** Professional Code of Ethics of the Nurses Association
- **Allied Health Professionals** (includes Physiotherapists, Occupational Therapists, Speech Therapists, Social Workers, Psychologists, and Nutritionists): Each profession follows its respective professional association's code of ethics.

The ethical codes of the various sectors at Sheba are an additional layer to other universal sources of ethical and moral conduct that bind our employees, such as the Physician's Oath and the Patient's Bill of Rights.

The Code of Ethics, other relevant ethical codes, and information on reporting violations is accessible to all employees on the employee portal.



Managing Ethics

We are committed to fostering a culture of transparency and accountability, and offer secure channels for reporting ethical or compliance concerns and good-faith errors without fear of reprisal.

Ethics related to clinical practice is handled on several levels. There is an ethics committee, as per the Patient's Rights Law and Terminally Ill Patients law. Urgent ethical issues are directed to the on-duty manager, and if an issue is not urgent, it is referred to the relevant ethics committee. For urgent matters, the issue is discussed and addressed by the involved parties, with the attending physician and senior physicians ultimately responsible for the resolution. Routine ethical concerns are handled at the departmental level by senior physicians and the department manager. We encourage the reporting of any violations of the Code of Ethics or suspected violations, whether openly or anonymously.

Several bodies manage ethics consultations and enforcement, including the institutional Ethics Committees, as per the Patient Rights Law and the

At-Risk Patient Law; the Bioethics Forum for clarifying fundamental issues and advising clinical units; and the institutional Helsinki Committee for research ethics. Ad hoc ethics committees may be appointed by the Director and Deputy Director of the center to address specific issues, with committee composition tailored to each topic.

There is a regulated process for discussing errors within the clinical safety and risk management unit, as well as through the quality control and quality committees. By law, these discussions are confidential. Systemic failures are identified and addressed through remediation and corrective actions.

Ethics related to clinical practice is handled on several levels. There is an ethics committee, as per the Patient's Rights Law and Terminally Ill Patients law. Urgent ethical issues are directed to the on-duty manager, and if an issue is not urgent, it is referred to the relevant ethics committee. Routine ethical concerns are handled at the departmental level by senior physicians and the department manager. We encourage the reporting of any violations of the Code of Ethics or suspected violations, whether openly or anonymously.

Addressing Sexual Harassment

Addressing sexual harassment is a top priority for Sheba. We dedicate significant attention to preventing both sexual harassment and workplace bullying. We have a dedicated office and staff member to address these concerns, and all inquiries are directed there.

Upon receiving a sexual harassment complaint, the Gender Equality Officer initiates a comprehensive process which includes personal meetings with the complainant to gather details and assess their emotional state, explain their legal rights and options for filing complaints, and provide assistance in filing a police report if needed. The officer collects witness testimonies, reports the complaint to relevant authorities, and monitors its disciplinary handling. As we are a government hospital, any complaint of sexual harassment is required to be reported to the Civil Service Commission, which conducts an examination and provides guidance on how to proceed, according to public service standards.

Beyond managing disciplinary procedures, one of the significant roles of the officer is to accompany and provide holistic support to the complainant, including emotional, professional, and mediation assistance related to the incident. They accompany the complainant throughout the entire process, from initial complaint to final results. If necessary, they facilitate access to further emotional and professional assistance, and ensure the resolution aligns with the complainant's emotional wellbeing and formal procedures. Most importantly, they accompany the complainant throughout the entire process, from initial complaint to final results, and offer ongoing support as needed.



Providing Uniform Treatment

Sheba is committed to providing equitable treatment to all patients, according to its professional and economic resources. To address potential conflicts of interest, whether between patients and caretaker, between clinical and economic considerations, or between the good of the patient and the good of the hospital, Sheba has established procedures to minimize conflicts and safeguard vulnerable patient populations.

Sheba strives to ensure that patients with identical health needs receive consistent, high-quality, and safe treatment throughout the hospital. To maintain uniform patient treatment, the following principles are emphasized:

- Access to appropriate care is independent of a patient's ability to pay or their payment source.
- Timely access to qualified health providers is not influenced by the day or time.

- The severity of the patient's condition determines resources allocated to provide a response to their needs.
- The standard of treatment remains consistent across all hospital departments.

These principles govern the allocation of hospitalization, medication, and technological resources.



Key Legislation Governing Patient Rights

Sheba Medical Center's operations are guided by several key Israeli laws and regulations, in addition to ethical codes of institutions and professions. These ensure medical treatment at the highest level without discrimination on any grounds.

These include:

- **The National Health Insurance Law**, which ensures patients receive non-discriminatory treatment, defines insurance and payment structures, and outlines the comprehensive services to which patients are entitled.
- **The Patient's Rights Law**, which guarantees the right to urgent medical examinations and treatment, quality care, access to necessary medical information, privacy and confidentiality of medical records, and informed consent for all medical procedures. It also mandates a public complaints ombudsman and ethics committees to address patient concerns and ensure ethical practices.
- **The Terminally Ill Patient Law**, which allows terminally ill patients to request treatment limitations, and enables medical professionals to honor these requests. A statutory committee, appointed by the hospital and approved by the Ministries of Health and Justice, resolves disputes related to this law.
- **The Privacy Protection Law**

Sheba Medical Center has established several administrative bodies dedicated to upholding ethics and proper treatment, including:

- **The Helsinki Committee**: ensures all human trials conducted at Sheba adhere to international ethical standards.
- **The Committee for the Prevention of Violence**: focuses on identifying and addressing instances of violence against patients, particularly within vulnerable populations such as the elderly, women, and children. They facilitate the reporting of diagnosed injuries to relevant authorities, including the police and the Ministry of Welfare, and provide educational resources to hospital professionals.



The Patient's Rights Law

Sheba Medical Center is committed to providing high-quality, professional, and advanced care to all patients, respecting their rights, dignity, religion, and cultural values. This commitment is grounded in the Israeli Patient Rights Law, which establishes the rights of every person who requests or receives medical care, and which guides the Center's activities.



The law mandates non-discrimination by caregivers or employees based on religion, race, gender, nationality, origin, sexual orientation, or any other factor. It emphasizes the provision of high-quality medical care, both in terms of clinical care and human interaction. It affirms the patient's right to give informed consent to medical treatment, with the caregiver's obligation to provide information in a way that is understandable to them.

It further supports treatment that respects patients' personal values and religious beliefs, details patients' right to a second opinion, their right to refuse treatment, whether in the emergency room or during hospitalization, their right to access their medical information and how its implemented, and how to care for at-risk patients such as Minors, Helpless Individuals, and Elderly Victims of Violence, abuse or neglect. Moreover, the law emphasizes the preservation of patient dignity and privacy, which forms the cornerstone of the relationship between a medical institution and the patient.

Patient Privacy

Medical staff and employees are required by the Patient's Rights Law to maintain strict confidentiality of all patient information acquired during their professional duties. This includes preventing disclosure of medical details in conversations with other patients, discussions with fellow staff, or public forums. Sheba's Policy for Maintaining Confidentiality of Medical Information provides a comprehensive framework for safeguarding patient privacy, outlining specific procedures and regulations. The medical information system is designed to protect patient privacy, and only medical professionals directly involved in a patient's care can access their records.

To reinforce our commitment to upholding patient privacy, we provide comprehensive training on this topic, including during employee onboarding and at various stages of employees' careers. We also utilize signs and stickers in public areas, such as elevators, as reminders of information confidentiality. In cases where there is a need or requirement to transfer a patient's medical information, this is done based on set procedures or with the patient's consent or through legal mechanisms when the patient is unable to give consent.

Complaints regarding privacy violations by patients are transferred to the public's complaints center and those made by employees reach the personnel management system at the quality of care department and risk management. These bodies work in full synchronization and transmit information according to the case and need. **In 2023-2024, no lawsuits or complaints were received due to the loss of patient data, partly thanks to the transition to computerized record management.**

Sheba was not subject to any law enforcement investigations, and was not found guilty of breaking any laws or regulations during the reporting period.

Responsible Procurement

Sheba Medical Center views procurement not merely as an operational necessity but as a strategic tool for promoting quality care, economic resilience, and professional integrity. In alignment with our commitment to responsible governance, we prioritize locally manufactured clinical products—provided they meet or exceed national quality standards—thereby strengthening the Israeli economy while ensuring patient safety. The hospital's professional teams play a critical role in defining the technological requirements for equipment purchase, as well as identifying suitable procurement sources.

Sheba Medical Center's procurement process is governed by a formal tender mechanism set by the Accountant General at the Ministry of Finance, as detailed in the policy document "Tenders, Contracts, and Equipment Procurement," and is fully compliant with the Israeli Mandatory Tender Law.

Importantly, Sheba only purchases medical equipment that has been approved by the Israeli Ministry of Health (AMAR approval), that assesses its benefits and any possible risks.

Sheba maintains strict protocols to prevent conflicts of interest in its procurement processes. Any potential conflict of interest regarding procurement is brought to the hospital administration or the tender committee for thorough discussion. Individuals with potential conflicts are excluded from decision-making and voting on relevant matters.

To further ensure impartiality, physicians participating in activities funded by pharmaceutical companies must obtain prior approval from the relevant hospital director. Moreover, physicians involved in activities funded by a pharmaceutical or medical equipment company

are prohibited from participating in procurement decisions involving that specific company. Direct funding from pharmaceutical or medical equipment companies to physicians or staff members for any activities is strictly forbidden, and all such interactions must occur through designated hospital channels

To support transparency, pharmaceutical or medical equipment companies making donations to the hospital are required to report these donations to the appropriate authorities. All donations are made publicly available, as mandated by the National Health Insurance Law, section 40a.



Information, Cyber Security and Data Privacy

Preserving patient dignity, privacy, and medical confidentiality are an integral part of the cornerstones of medical care at Sheba. The hospital and all its employees are also legally obligated to maintain patient medical confidentiality. The issue is explicitly addressed in the Patient Rights Law and the Privacy Protection Law and is managed at Sheba by the Information Protection Policy, the Patient Confidentiality Procedure, and the Information Security Policy Procedure.

The proper operation of Sheba Medical Center is influenced by and depends on the level of confidentiality, completeness, availability, integrity, and survivability of information. Information, the systems that manage it, the means and equipment on which it is based, constitute a central and vital asset of Sheba and are protected like other valuable resources at the medical center.

Information Security

The main goal of information security at Sheba Medical Center is to protect information assets while supporting the hospital's goals in order to ensure the confidentiality and privacy of sensitive information, the reliability and integrity of information and systems, their availability, and compliance with legal and regulatory requirements.

The information security policy is based on dynamic security risks while adapting to the operational and organizational needs of the medical center. The principles laid down in the information security policy form the basis for work procedures in the various areas of information security. Sheba's information security policy is derived from the international information security management standard ISO 27799 and 27001 as well as the information security standard for managing cyber risks ISO 27032 and cloud standards ISO 27017 and 27018. Information security is also subject to Israel's "Computers Law".

The information security management system is integrated into the medical center's business processes and is regularly audited to ensure it achieves the desired results. The CIO and Information Security Manager are responsible for this system and oversee its continuous improvement. We have an Information Security Steering Committee headed by the VP of Human Resources whose duties include approving the medical center's policies and procedures in areas related to information security; determining the indicators and goals for measuring the level of risk; determining indicators for continuous improvement in the area of information security; regularly updating information security activities; updating information security events that have occurred and discussing ways to deal with them. In addition, there are information

security trustees in the various units. It is the responsibility of each manager at Sheba to ensure the implementation of the medical center's information security policies and procedures among his or her employees.

Similar to other large organizations, Sheba Medical Center frequently experiences cyberattacks. However, thanks to our advanced defense systems, we successfully prevent harm to the organization. We maintain ongoing working relationships with Israel's National Cyber Authority and the cyber department at the Ministry of Health, involving and updating them as needed.



Committed to Medical Confidentiality

Violating a patient's medical confidentiality constitutes a disciplinary and criminal offense. The Privacy Protection Officer and the Information Security Officer are responsible for the issue of privacy. As part of the obligation to maintain the patient's privacy and medical confidentiality, hospital staff are strictly prohibited from entering patients' medical records for purposes other than the patient's medical treatment, and the staff member who enters the medical file must explain why he did so if he enters a record that he is not authorized to enter. The hospital's management gets periodic reports about such entries. The computer systems that manage patients and their treatment allow access to each file only to those treating the medical case. Reviewing records for research purposes or other needs requires special authorization and recently a new advanced system was introduced that allows medical teams to do so while maintaining full medical confidentiality, using secure AI tools.

The "Information Protection Policy for Sensitive Populations" procedure coordinates the activity intended to protect patients in special cases, for example, pregnant women, carriers of certain diseases, famous people or employees. The procedure defines the treatment methods following requests from therapists or caretakers when they feel that their medical records should be kept confidential.

Photographing patients or the treatment performed on them is done only for the purposes of consultation regarding treatment, peer learning, and documentation of the treatment process. At Sheba Medical Center, the Octopus application from Medlife was introduced for the purpose of documenting photos, video, or sound. The photography is done only with the consent of the patient or their family and by staff members who have the dedicated application for documentation. The digital photograph is transferred directly to the computerized record and is not saved on the personal phone of the staff member taking the photograph, and the image database is protected from unauthorized access. When transferring images between staff members for the purpose of consultation, the patient's name or ID card or any other identifying element is never mentioned, and faces in photographs are avoided

whenever possible. Hospital staff are strictly prohibited from uploading photos of patients or any other identifying information about patients to the Internet or social networks.



Preserving Medical Records

According to Israeli law, every hospital is responsible for maintaining records made at the hospital or received by it, in a manner that allows them to be located within a reasonable time. A patient's medical file in a hospital will be kept for 20 years after the last hospitalization or general treatment (except in the hospital's outpatient clinic), and if the file does not contain a summary of the illness, it is kept for 25 years or 7 years after the patient's death, whichever comes first, while minors' files are held for longer. Sheba Medical Center has hospitalization material from 1949; older files are kept on microfilm, and newer ones are recorded both as a computerized record and as scanned sheets of paper.



About this Report

This is the first ESG report of The Haim Sheba Medical Center at Tel Hashomer (“Sheba” or “the medical center”). It has been prepared in reference to the Global Reporting Initiative (GRI) Standards: Core option, and the Sustainable Accounting Standards Board (SASB) Standards: Health Care Delivery metrics.

The information and data disclosed in this report address Sheba’s activities and performance for the period from 1.1.2023 – 31.12.2024, unless otherwise indicated. The medical center’s internal quality assurance, controls, and processes assisted us in ensuring the reliability and accuracy of the data and information provided. The 2024 ESG Report is not part of Sheba’s financial statements.

For any comments or questions about the report or Sheba’s ESG activities, please contact Ayelet Dressler at:

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Additional information about Sheba Medical Center can be found on the [Sheba website](#)



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SASB Material Disclosure Topics (Health Care Delivery industry)

TOPIC	METRIC	CATEGORY	UNIT OF MEASURE	CODE	ANSWER/ PAGE
Energy Management	(1) Total energy consumed,	Quantitative	Gigajoules (GJ), (%)	HC-DY-130a.1	544,010
	(2) percentage grid electricity				77%
Waste Management	Total amount of medical waste: percentage (a) incinerated, (b) recycled or treated and (c) landfilled	Quantitative	Metric tons (t)	HC-DY-150a.1	32
	Total amount of: (1) hazardous and (2) non-hazardous pharmaceutical waste, percentage (a) incinerated, (b) recycled or treated and (c) landfilled	Quantitative	Metric tons (t), Percentage (%)	HC-DY-150a.2	32-33
Patient Privacy & Electronic	Description of policies and practices to secure customers' personal health data records and other personal data	Discussion and Analysis	n/a	HC-DY-230a.2	101
Health Records	(1) Number of data breaches,	Quantitative	Number,	HC-DY-230a.3	0
	(2) percentage involving (a) personal data only and (b) personal health data,		Percentage		0
	(3) number of customers affected in each category, (a) personal data only and (b) personal health data ¹		(%)		0
	Total amount of monetary losses as a result of legal proceedings associated with data security and privacy ²	Quantitative	Presentation currency	HC-DY-230a.4	0
Access for Low-Income Patients	Discussion of strategy to manage the mix of patient insurance status	Discussion and Analysis	n/a	HC-DY-240a.1	86, 94, 99

¹ Note to HC-DY-230a.3 – The disclosure shall include a description of corrective actions implemented in response to data breaches.

² Note to HC-DY-230a.4 – The entity shall briefly describe the nature, context and any corrective actions taken because of monetary losses.

SASB Material Disclosure Topics (Health Care Delivery industry)

TOPIC	METRIC	CATEGORY	UNIT OF MEASURE	CODE
Pricing & Billing Transparency	Description of policies or initiatives to ensure that patients are adequately informed about price before undergoing a procedure	Discussion and Analysis	n/a	HC-DY-270a.1
	Discussion of how pricing information for services is made publicly available	Discussion and Analysis	n/a	HC-DY-270a.2
	Number of the entity's 25 most common services for which pricing information is publicly available, percentage of total services performed (by volume) that these represent	Quantitative	Number, Percentage (%)	HC-DY-270a.3
Workforce Health & Safety	Total recordable incident rate (TRIR) for (a) direct employees and (b) contract employees	Quantitative	Rate	HC-DY-320a.1
Employee Recruitment, Development & Retention	(1) Voluntary and (2) involuntary turnover rate for: (a) physicians, (b) non-physician health care practitioners, and (c) all other employees	Quantitative	Percentage (%)	HC-DY-330a.1
	Description of talent recruitment and retention efforts for health care practitioners	Discussion and Analysis	n/a	HC-DY-330a.2
Climate Change Impacts on Human Health & Infrastructure	Description of policies and practices to address: (1) the physical risks because of an increased frequency and intensity of extreme weather events, (2) changes in the morbidity and mortality rates of illnesses and diseases associated with climate change and (3) emergency preparedness and response	Discussion and Analysis	n/a	HC-DY-450a.1
Fraud & Unnecessary Procedures	Total amount of monetary losses as a result of legal proceedings associated with medical fraud ³	Quantitative	Presentation currency	HC-DY-510a.1

³ Note to HC-DY-510a.1 – The entity shall briefly describe the nature, context and any corrective actions taken because of monetary losses.



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