



SONIC  
HEALTHCARE

Quality is in our DNA



Corporate  
Responsibility  
Report 2016

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# CEO Message



Companies do not operate in a vacuum. They contribute to, and impact upon, the communities they serve, as well as society more broadly. As Sonic Healthcare prepares to celebrate its 30th anniversary, it's important to reflect on our impact upon the staff we employ, the communities we serve and the environments in which we operate.

From our earliest inception, good citizenship has been an integral part of Sonic's corporate culture. 'Company conscience' and 'Respect for our people' are two of the five pillars of our Foundation Principles and the commitment to these values extends from the Board through to our 31,000 staff, who are all part of and contribute to the local communities that we serve.

Contributing to better health knowledge and outcomes is the central tenet of our entire organisation. But good medicine doesn't just happen. It requires an ethos that articulates the importance of Medical Leadership and decision-making that is guided by best patient care. This starts with employing world-class pathologists, radiologists and general practitioners, as well as thousands of senior scientists, blood collectors, radiographers, sonographers, technicians and practice nurses who are all trained to the highest standards. It also extends to ensuring that we have the best and most up-to-date equipment and systems available in modern laboratories and practices.

Importantly, we also understand that the value of medical diagnostics is just as important in the developing world as it is in our own medical practices. We have a proud history of partnering with African hospitals to provide on-the-ground staff and to equip and establish fully functioning pathology laboratories and radiology departments in some of the most economically disadvantaged regions in the world.

Our motivations in this endeavour are quite simple. More than anyone, we understand the fundamental benefits of medical diagnostic services. You have a patient in front of you who is desperately ill. You can record their symptoms and signs — maybe fever, vomiting, diarrhoea — but without proper diagnostic testing, how do you know whether it is cholera, malaria, HIV or a host of other possibilities? And without a diagnosis, how can you provide the appropriate treatment and care?

It shouldn't matter where you live. We should all have access to quality healthcare. This belief is a firm part of Sonic's commitment to both its local and global communities and sits side by side with our commitment to Medical Leadership.

I am very proud of Sonic's history of environmental, social and corporate governance and the positive impact that we have had on the communities that we serve. Our commitment is recognised externally through our long-standing inclusion in FTSE4Good Index Series. Since 2008, an independent assessment of Sonic has concluded that we fulfil its stringent environmental, social and governance criteria and satisfy the globally recognised FTSE4Good social responsibility standards, many of which are outlined in this report.

**Dr Colin Goldschmidt**  
CEO - Sonic Healthcare  
September 2016



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# About Sonic

Sonic Healthcare is an internationally renowned healthcare provider with a demonstrated track record of medical excellence across the world. Headquartered in Sydney, Sonic has grown to become one of the world's leading healthcare providers, specialising in laboratory medicine/pathology, radiology and primary care medical centres.

Sonic's success stems from our core belief that we exist to provide quality medical and diagnostic services to medical practitioners and the patients they serve. This belief informs every aspect of our company, from Medical Leadership through to the people-focused culture that views our 31,000 staff as our most valuable asset.

Sonic Healthcare has operations in Australia, the USA, Germany, Belgium, Switzerland, the United Kingdom, Ireland and New Zealand. We employ more than 500 specialist pathologists and radiologists, and thousands of medical scientists, radiographers, sonographers, technicians and nurses, all of whom are led by medical personnel, from Board level to the day-to-day management of our local practices.

Our staff are supported by an ongoing investment in the latest state-of-the-art medical technology, as well as customised information systems that are personalised to the specific needs of our organisation and its stakeholders. This is backed by a firm commitment to maintaining uncompromising ethical standards in the areas of both business management and medical practice.

Sonic Healthcare was listed on the Australian Securities Exchange (ASX) in 1987. Following a reconstitution of the Board in 1993, it has experienced exceptional growth, with annual revenues growing from A\$25 million to more than A\$5 billion and is now an ASX top 50 company.

## FY 2016 Snapshot

Revenue	A\$5.1 billion
Patient consultations	105 million
Employees	31,000

# Sonic at a Glance

Operations	FY2016	FY2015	FY2014
Countries of operation	8	8	8
Countries where we are ranked No 1 (market share)	4	3	3
Patients consultations (millions)	105	97	88

Economic	FY2016	FY2015	FY2014
Revenue (A\$M)	5,052	4,201	3,913
Net profit (A\$M)	451	348	385
Total assets (A\$M)	7,371	6,349	5,798
Debt cover (times)	2.6	2.7	2.4

Employment	FY2016	FY2015	FY2014
Total employees	31,298	29,523	27,817
Women in workforce	76.4%	76.6%	76.9%
Women in senior leadership positions	50.5%	50.3%	49.8%
Temporary staff and contractors engaged within total workforce	2.7%	2.7%	
Annual employee turnover	16.5%	16.9%	
Annual senior leadership turnover	5.9%	6.8%	
Lost time injuries per million hours worked (LTIFR)	4.1		
Fatalities	Nil	Nil	Nil

Environmental	FY2016	FY2015	FY2014
Energy consumed (GJ)*	386,780	381,618	370,179
Motor vehicles in the fleet*	965		
Kilometres travelled by courier fleet* (million kms)	29.3		
Electric or hybrid motor vehicles in the fleet*	2.1%		
Vehicles in the fleet with a four cylinder engine or less*	97.3%		
Environmental fines or sanctions	Nil	Nil	Nil

\*Australia only



## Medical Leadership

Sonic's global success has been achieved through a combination of strong organic growth, targeted strategic acquisitions and the continuous delivery of quality medicine. More than anything, however, our success has been driven by an unwavering commitment to Medical Leadership.

Medical Leadership is enshrined in Sonic's corporate culture. It sits above everything we do.

We see medicine as a profession rather than a business, and believe that doctors and patients are best served by medical practices that are led by people who possess a deep understanding and respect for the complexities, obligations and privileges of practising medicine.

Our businesses are all led by medical professionals. In most instances, they are medical doctors, but occasionally they are professionals from other parts of our practices who have many years of experience within the healthcare sector. Collectively, they make decisions that are focused on optimal clinical and patient outcomes. This is reinforced by our commitment to ongoing education and research, ensuring that medical knowledge remains at the forefront of our increasingly complex practices.

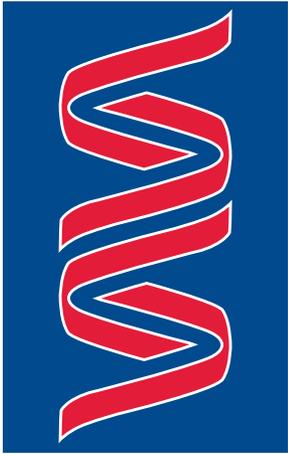
In an age of corporatised medicine, Sonic's Medical Leadership provides peace of mind to doctors and patients, as well as Sonic's dedicated staff, who know that decisions are always made within the optimal medical framework.

## Our Values

Sonic's global network of companies is united by a set of core values that reflect the care and expertise required to consistently deliver exceptional medical services.

Our Values were established in early 2000 after broad consultation with 5,000 employees across all of our practices. Their collective responses were distilled into a set of core values that act as a roadmap of how we want to behave as a company. These values apply to every single Sonic employee, regardless of their role or their country of operation.

Our values remain as relevant today as they did at the turn of the millennium, and act as a unified point of reference for Sonic Healthcare in all its internal and external dealings.

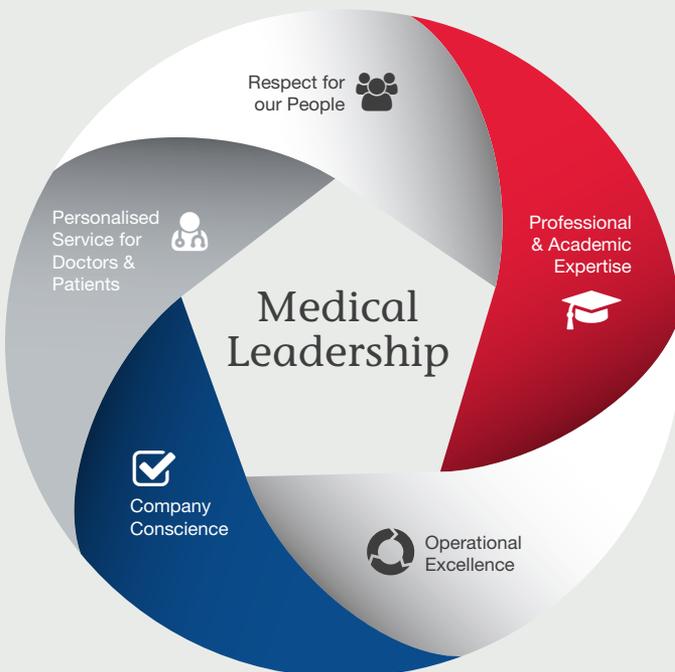


## Our Values

- Commit to Service Excellence**  
To willingly serve all those with whom we deal, with unsurpassed excellence.
- Treat each other with Respect & Honesty**  
To grow a workplace where trust, team spirit, and equity are an integral part of everything we do.
- Demonstrate Responsibility & Accountability**  
To set an example, to take ownership of each situation to the best of our ability, and to seek help when needed.
- Be Enthusiastic about Continuous Improvement**  
To never be complacent, to recognise limitations and opportunities for ourselves and processes, and to learn through these.
- Maintain Confidentiality**  
To keep all information pertaining to patients, as well as professional and commercial issues, in strict confidence.



**SONIC HEALTHCARE**  
Quality is in our DNA



## FOUNDATION PRINCIPLES

Medicine is a complex discipline that requires insight, sensitivity and a lifelong commitment to learning in order to provide the best possible patient care and patient outcomes.

Sonic believes that Medical Leadership facilitates the highest standards of professional and operational excellence for the doctors and patients that we serve. It also reflects a deep understanding of the special complexities, obligations and privileges of medical practice.

Medical Leadership is enshrined in our Foundation Principles, which are designed to provide all Sonic staff with clear guidelines about the interaction between Sonic's people and its external stakeholders — doctors, patients, other customers and our local and global communities.

This commitment to quality for its own sake is what makes Sonic unique. It is something that we are incredibly proud of and something that we continue to celebrate. It has also been instrumental in our successful expansion into the UK, Europe and the USA, where like-minded diagnostic companies have actively chosen to join with Sonic to further their medically-oriented and profession-based operations.

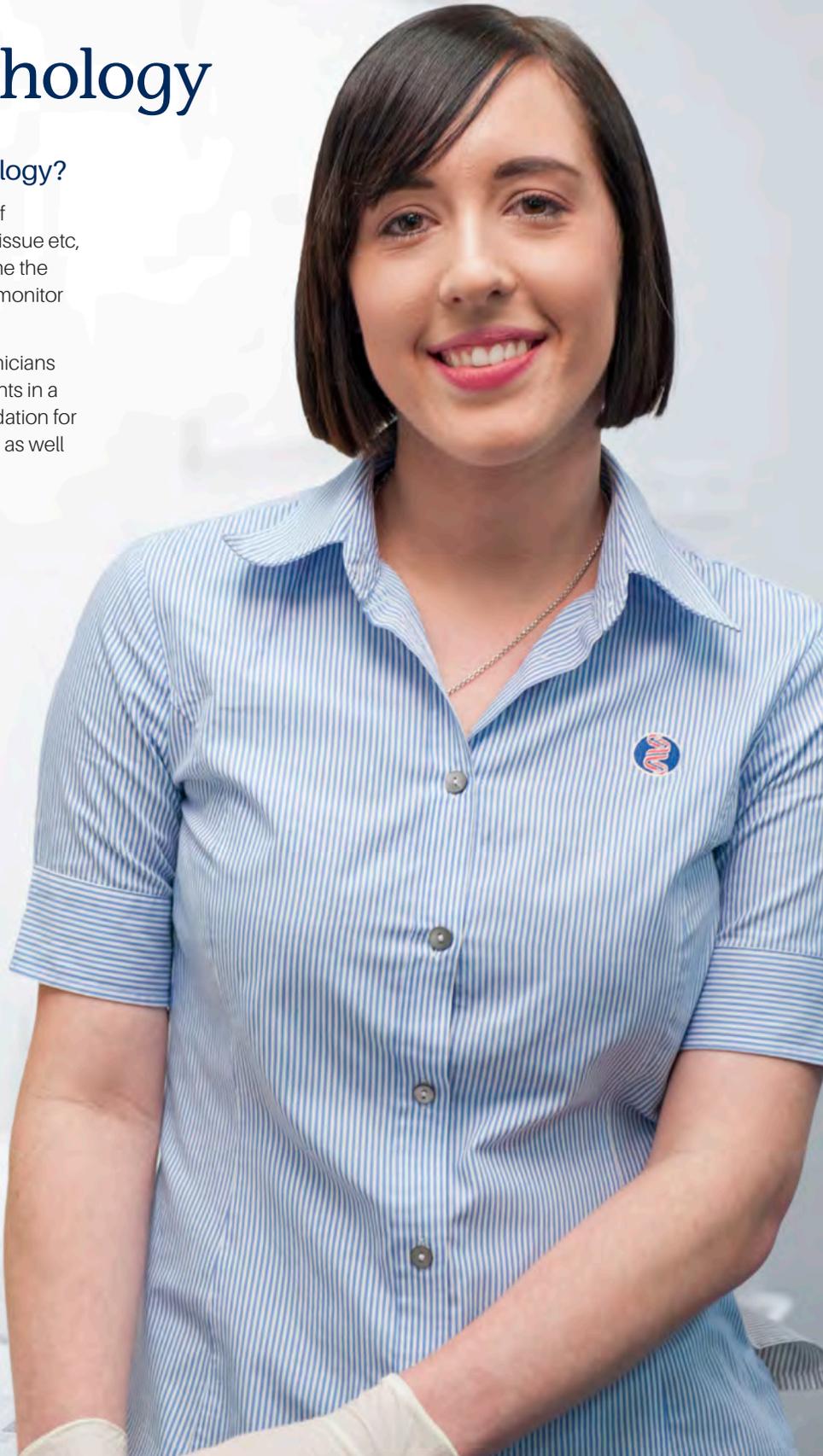
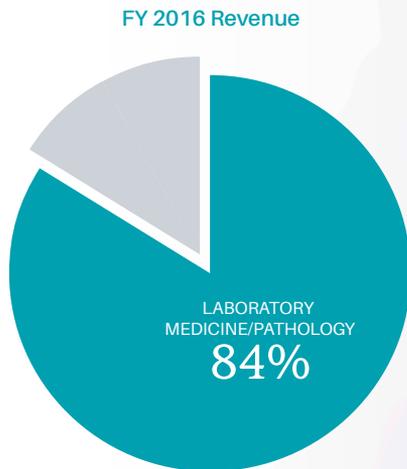
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# Laboratory Medicine/Pathology

## What is laboratory medicine/pathology?

Laboratory medicine/pathology is the branch of medicine that studies samples of blood, urine, tissue etc, to identify patients at risk of disease, to determine the cause and nature of disease, and to guide and monitor treatment and progress.

Laboratory medicine/pathology results give clinicians the information that they need to manage patients in a timely and appropriate way, providing the foundation for optimal health outcomes for both the individual as well as the community as a whole.



## Why is it important?

Laboratory medicine/pathology results inform almost every aspect of modern medicine. They are used for 70% of all medical diagnoses and every single case of cancer diagnosis. They let doctors know what is affecting the patient, so they can determine the best course of action. This can range from understanding which type of antibiotics to prescribe for a particular condition, through to guiding surgeons on how deeply they need to cut to remove a tumour, as well as the follow-up treatment that is required.

## How does it contribute to the community?

Laboratory medicine/pathology is often referred to as the backbone of medicine. Without it, we would still be treating patients based on 'best guesses'. It is impossible to imagine modern medicine without the insights provided by this vital diagnostic service.

Laboratory medicine/pathology tests allow for earlier and more accurate diagnosis of disease, allowing earlier treatment that usually leads to a much greater chance of survival. This has obvious positive social and economic outcomes.

Laboratory medicine/pathology also allows for monitoring of conditions to see whether treatment is being effective.

More than that, advances in molecular and genetic pathology now give us much more targeted information about how to best treat different forms of cancer and other diseases.

## A LABORATORY MEDICINE CASE STUDY

Medical conditions present themselves differently in different people, so it can be difficult to distinguish between a child who is lacking in energy because they haven't been getting enough sleep, and a child who has a serious medical condition.

This was the situation for nine-year-old Bridgette. After coming back from holidays, her parents were concerned that Bridgette was a bit lethargic, so they took her to the doctor for a check-up one Friday afternoon. He ordered some routine blood tests from Melbourne Pathology – Sonic's laboratory in Melbourne, Australia – just to see that everything was ok. Unfortunately, the results indicated that Bridgette had acute leukaemia, and needed an immediate blood transfusion. Unable to get hold of Bridgette's doctor, Melbourne Pathology phoned her dad and told him to get her to the nearby children's hospital, who were on stand-by for her arrival.

It was one of those cases where time was of the essence, and had Bridgette and her family waited until the Monday or Tuesday to act on the results, she may have died.

Instead, she is a vibrant young woman who is halfway through her two years of chemotherapy. Excitingly, she has decided that she wants to be a haematologist when she grows up, so that she can treat patients just like herself.





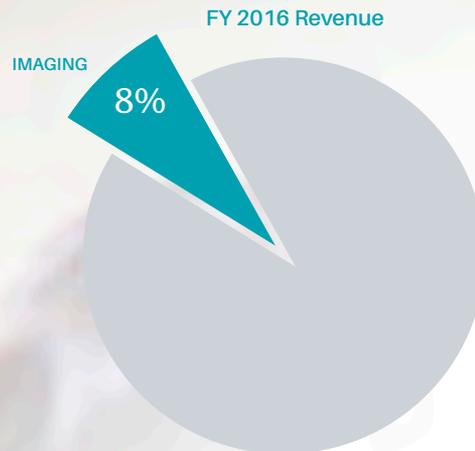
# Diagnostic Imaging

## What is diagnostic imaging?

Diagnostic imaging or radiology is the branch of medicine that uses non-invasive machinery to create images of the bones, tissues and organs within the human body. These images are interpreted by a radiologist or nuclear medicine physician to identify or monitor diseases or injuries. The findings are then included in a written report to the referring doctor.

Diagnostic imaging technologies include X-rays, computed tomography (CT), magnetic resonance imaging (MRI), ultrasounds, nuclear medicine, positron emission tomography (PET) and more.

Imaging methods are also used to help radiologists to perform procedures, such as biopsies, fine needle aspirations and image-guided treatments known as interventional radiology.



## Why is it important?

Diagnostic imaging is a core feature of modern medicine. It is used for the diagnosis of many serious and life-threatening conditions, including cancer, neurological disorders and orthopaedic soft tissue injuries. The information contained in the image and radiologist's report expands the knowledge of the referring doctor and guides the treatment of the patient.



## How does it contribute to the community?

Diagnostic imaging allows many diseases and conditions to be detected at a treatable stage (for example, CT now provides data that assists in the earlier detection and treatment of colon cancer). This allows for earlier and less intensive treatment. Diagnostic imaging also helps to target treatments to where they are most needed.

Diagnostic imaging is also used to monitor progress during treatments to determine if the treatment is working effectively. If the treatment is not working as planned, it can be adjusted, changed or stopped. After effective treatment has concluded, diagnostic imaging can also help to monitor for any disease recurrence over the ensuing years.

This results in cost savings for our health system, and helps patients return to work and family sooner.

## A DIAGNOSTIC IMAGING CASE STUDY

Breast cancer is one of the most commonly diagnosed cancers in the world, and most people have a family member or close friend who has been affected by the disease. Fortunately, awareness campaigns mean that most women have a better understanding of the symptoms they should be watching for, and recognise the importance of having regular breast checks.

When 46-year-old Julie started to feel prolonged pain in her left breast, she suspected that something may not be quite right, even though she had a normal mammogram 12 months earlier through the government screening program. After a preliminary examination with her doctor, she was referred to SKG Radiology — Sonic's diagnostic imaging practice in Perth, Western Australia — for a new mammogram.

This time, the mammogram was performed by SKG using tomography, a new technique in breast imaging that helps to see into dense tissue. Tomography showed a small mass that may have been cancerous — something that may not have been evident on conventional 2D mammograms.

The radiologist immediately phoned Julie's doctor with the results, while Julie was still in the SKG clinic.

They agreed to proceed with an immediate biopsy of the suspicious area, which was performed by a radiologist using ultrasound to guide the needle placement for the tissue sample. The biopsy was then sent to Clinipath Pathology, Sonic's Perth laboratory.

The pathology results on the biopsy were available later that day and Clinipath Pathology phoned urgently to say that the biopsy was positive for malignancy (in other words, it was cancerous). The patient saw a breast surgeon the following day and the small tumour was removed while it was still small and curable.

Julie and her doctor were grateful for the speed, accuracy and care that was shown throughout the process. The latest tomography technology had allowed Julie's malignant cancer to be identified when it was still small. Without this, it may have gone unnoticed until the next routine screening mammogram, or until it was large enough to be felt as a lump, with the increased chance that the cancer might have had time to spread to the lymph nodes or other places in the body.

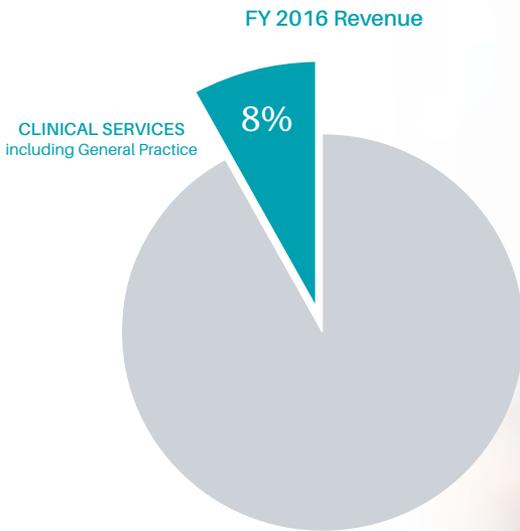
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# General Practice

## What is General Practice?

General Practice is the medical discipline that delivers primary health care in the community. General Practice is usually the first point of call for patients, and deals with everything from colds and flu through to acute and chronic illnesses. It also provides preventive care and health education to patients.

The holistic approach of General Practice aims to take into consideration the biological, psychological and social factors relevant to the care of each patient's illness. The discipline is not confined to specific organs of the body and involves treating people with multiple health issues.



## Why is it important?

General Practice deals with patients who may present with a wide variety of illnesses. It is the primary point of care for most people who become unwell and remains the home of care of the patient. The patient's general practitioner is the person the patient will always return to for navigation of their care.

## How does it contribute to the community?

General Practice is firmly embedded in the community. A General Practice not only serves to deliver immediate and chronic care to its patients but also serves to educate patients and safeguard the health of entire families and communities.



## A GENERAL PRACTICE CASE STUDY

Doctors working in General Practice work with a wide cross-section of the community, and deal with the full gamut of medical issues. The patients they see often have complex medical and social issues that also need to be considered in the course of treatment.

Arthur is a 78-year-old man with a past history that includes prostate cancer, high blood pressure and an aortic valve replacement to address a narrowing across the valve three years ago. He is also the sole carer for his wife, Nancy, who has advanced spinal osteoarthritis and is confined to a wheelchair.

Recently, Arthur visited his general practitioner (GP) complaining of fatigue, aching limbs and intermittent fever for two weeks. An examination and further investigation suggested that Arthur had an infection on the artificial heart valve – a life-threatening condition that needed rapid admission to hospital. His GP liaised with Arthur's Cardiologist to organise immediate hospitalisation. At the same time, the GP and practice staff arranged for Nancy to be placed in residential care while Arthur was in hospital.

After successful treatment in hospital, Arthur and Nancy both returned to their own home where they continue to live, supported by their General Practice.

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# Sonic as a Leader & Educator

Medicine is a continually evolving discipline. As scientific and technological breakthroughs expand the boundaries of our medical knowledge, so too do the educational needs of the current and future generations of doctors increase. Sonic recognises the importance of our role as both a leader and educator, and places great emphasis on supporting and providing teaching in the fields of laboratory medicine, diagnostic imaging and General Practice. We are actively involved in four broad areas of medical education:

- › Improving the knowledge of our referrers
- › Professional development of our own medical staff
- › Contributing to publications, craft groups, steering committee, boards and other professional organisations
- › Training the next generation of medical professionals



## Improving the knowledge of our referrers

Throughout the world, Sonic practices provide referring doctors with a variety of educational opportunities.

From seminars and newsletters, through to surgical audits and conference presentations, Sonic's medical experts are continually looking for ways to share their knowledge with other medical professionals.

## HELPING TO FIGHT A NATIONAL EPIDEMIC

Australia has the dubious honour of having the highest rates of skin cancer and melanoma in the world. Current statistics indicate that two in three Australians will be diagnosed with skin cancer before the age of 70.

Skin cancer management is now an integral part of patient care for general practitioners, requiring them to have a better understanding of how to identify possible skin cancers at an early stage when they are more treatable.

Over the last two years, Sonic Pathology Australia has responded to the need for increased GP skin training through the creation of the Sonic Skin Cancer Conference – a full-day course that helps to improve doctors' skills in identifying suspected skin cancers, determining what sort of biopsy is appropriate, as well as how and when to remove the suspected skin cancer. The seminar is run in conjunction with the Royal Australian College of General Practitioners, and provides useful guidance on when to monitor suspected cancers, and when to act upon them.

More than 3,500 general practitioners have now attended the in-depth training across Australia, helping to improve their identification and diagnostic skills.

And the benefits to attendees is quite immediate. We recently had one GP report that they had successfully identified three cases of melanoma in the months after attending the course, helping patients to get earlier treatment.



## SEMINAL PATHOLOGY HANDBOOK

The ever-increasing number of laboratory tests available to doctors and patients has created the need for a comprehensive reference to help doctors with the selection and interpretation of appropriate tests. Sonic's Australian Pathology division has addressed this need through the creation of the Sonic Pathology Handbook — a comprehensive, practical, in-depth reference to assist Australian doctors in their day-to-day clinical practice.

Written by 65 Sonic Healthcare pathologists, the handbook is the culmination of a widespread and powerful collaboration among the Sonic community. It provides information on more than 900 laboratory medicine and pathology topics, and has been lauded by referring doctors as a landmark in Australian pathology. The handbook reflects the deep, collective knowledge within Sonic's Australian practices across all areas of laboratory medicine and pathology, including specific, high-level expertise in a broad range of subspecialties. Importantly, the handbook has been written by Australian pathologists for Australian doctors, making it a unique resource within the local medical community.

The handbook has also been released in digital format across multiple platforms. Known as SonicEdu, the digital version is continually updated and expanded, and is fully searchable. It also includes information on other subspecialties, such as genetics and skin pathology. SonicEdu seamlessly integrates with Sonic Dx, the digital pathology reporting app, so a doctor can look at a patient's report in Sonic Dx, then simply press or highlight a word in the electronic test result, and the app will switch to a list of suitable topics in the handbook.



## A NEW TOOL TO HELP SUPPORT PATIENTS WITH CHRONIC DISEASES

Chronic diseases, such as diabetes and kidney disease, are becoming more common in our communities, and are now seen as one of our greatest healthcare concerns. Making sure that patients get the right tests at the right time helps to improve the diagnosis and monitoring of these diseases in individual patients, and maximises the chances of effective treatment. This has obvious benefits to the patient and their families, but also delivers significant benefits to communities and healthcare funders because it is cheaper to treat these diseases at earlier stages, allowing limited healthcare budgets to be used more widely.

Sonic Healthcare USA has taken a proactive stance in helping to identify and monitor patients with chronic diseases. iMorpheus is a new patient engagement and clinical decision support system that assists with health management in local communities. iMorpheus identifies patients with certain clinical diseases or conditions who are due (or overdue) for follow-up visits, regardless

of whether they have been diagnosed previously. The identification and follow-up is based on clinical guidelines that relate to the individual medical status of each individual patient.

iMorpheus uses automated technologies to contact patients on behalf of their treating doctor, with the aim of scheduling an appointment with that doctor. iMorpheus also identifies if a patient has missed out on any tests that need to be performed before they see the doctor, ensuring that their medical visits and any subsequent care are more efficient for both the patient and their doctor.

iMorpheus has launched five modules so far: two chronic disease modules (diabetes and chronic kidney disease), two women's health modules (cervical cancer screening management and STD follow-up) and an annual wellness visit module (for Medicare Accountable Care Organisations). The system is now used by more than 40 organisations and practices, and is actively monitoring a patient population of more than 250,000.



## Professional development of our own medical staff

As part of our strong commitment to continuous professional development, Sonic has established its own Sonic Pathologist Academic Meeting and Sonic Imaging Conference in Australia. These regular conferences have been created to provide a forum for our pathologists, radiologists and other medical staff to meet in a collegiate environment and to exchange ideas and best practices between Sonic's global operations. The conferences are recognised as premier events of their kind in Australia, and attract hundreds of Sonic doctors and other medical staff per meeting, along with international and national guest speakers. Sonic holds similar conferences for Sonic professionals in other countries, with a major pathologists' academic conference held in Germany each year.

Our medical staff are also given conference leave and allowances each year to ensure that they remain at the forefront of their medical specialties.

Sonic also provides ongoing training for staff across all divisions and disciplines. This can range from sonographer or pathology collector training through to workshops on emotional intelligence and conflict management.

## Contributing to publications, craft groups, steering committee, boards and other professional organisations

Sonic's medical staff regularly contribute to the broader medical community through their involvement in craft groups, steering committees, boards and other professional organisations. This involvement happens in every single practice, and helps to shape the practice of good medicine within their local communities, while also raising the standards nationally and globally.

Sonic's medical and scientific staff regularly publish articles in medical journals and texts, as another way of sharing their unique knowledge and experiences.

## Training the next generation of medical professionals

Sonic Healthcare and its medical staff, are heavily involved in graduate and postgraduate medical training in many parts of the world. As part of our commitment to medical excellence and Medical Leadership, we recognise the importance of ensuring that the next generation of doctors, scientists, radiographers, sonographers, technicians and nurses are well-trained in medical diagnostics and General Practice, both current and emerging.

Sonic has a proud history of involvement with academic training facilities and has links with many universities, including University College London, University of Heidelberg Medical School, University of Texas, Austin Community College, University of Tennessee, University of Notre Dame, University of Sydney, Queensland University of Technology and James Cook University. Over the last year, more than 1,200 graduate and postgraduate students have attended our laboratories around the world, as well as our radiology practices and medical centres in Australia as part of their coursework.

Many of our pathologists, radiologists and general practitioners are also university professors, helping to train the next generation in their particular speciality or subspecialty. We also provide vocational training positions for pathologists, radiologists and general practitioners (through our medical centre subsidiary, IPN), helping to ensure the future supply of these important medical practitioners in the community.



*I will respect the hard-won scientific gains of those physicians in whose steps I walk, and gladly share such knowledge as is mine with those who are to follow.*

Hippocratic oath, modern version

## A UNIQUE PARTNERSHIP

Training the next generation of doctors is a time-honoured precept of medicine, and one that is upheld by the many Sonic pathologists, radiologists and general practitioners who also have roles as professors and associate professors within teaching institutions.

In 2007, the pathologists at Sonic's Sydney laboratory, Douglass Hanly Moir Pathology (DHM), decided to take this commitment one step further by forging a partnership with the internationally renowned University of Notre Dame which was establishing a new medical school in Sydney. The school was being founded on principles of high medical standards and a commitment to patient care, both of which are closely aligned with Sonic's values of Medical Leadership and holistic patient care. The school also understood the importance of pathology as a basic medical science, and was committed to incorporating the discipline into all four years of its postgraduate qualification.

DHM was appointed as the pathology faculty for the course, developing the entire pathology curriculum and helping to get the course up and running. Over the last 10 years, the relationship has flourished, and more than 20 pathologists have been involved in the training of 1,000 medical students. It has been a huge commitment by the whole practice, and the involvement of pathologists is completely voluntary and done on a pro-bono basis.

The breadth of expertise by the pathologists involved means that these medical students are being taught by the 'best of the best'. They are also getting hands-on involvement in the laboratory, and developing a deeper understanding of, and respect for, the importance of the work that is being performed. But it's not a one-way street. Our pathologists find the teaching experience incredibly rewarding, and are continually energised by the enthusiasm and inquisitiveness of the students.

The DHM/University of Notre Dame experience has been so successful that it is now being replicated in other universities, including the University of Notre Dame in Perth, where our local imaging practice, SKG Radiology, is partnering with the School of Medicine, Fremantle, to provide teaching in diagnostic imaging, including rotational visits by the students to a number of our hospital and community radiology centres.

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# Quality is in our DNA

The provision of quality healthcare requires an adherence to the highest medical standards. Sonic Healthcare not only meets these standards, but also strives to continually improve them. This commitment to quality is inherent in everything that we do. In fact, it is embedded in our corporate motto 'Quality is in our DNA', and is applied to the clinical, operational and workforce processes and systems throughout our global organisation.

All Sonic practices have external quality assurance certifications and are fully accredited by the relevant regulatory bodies in the corresponding jurisdictions. This compliance is overseen by quality management teams that include medical, scientific, quality and administrative personnel within each business. These quality teams work objectively to ensure our medical facilities and supporting operations comply with the standards set down by relevant regulations and reflect good management and clinical practice at all times. The quality teams also perform an ongoing 'checks and balances' function that contributes to policy-making, planning, regular peer reviews and continuing professional development.

To assist in the ongoing quality improvement process, a customised quality management software system, SmartLab, is being developed. This is allowing further collaboration and benchmarking across the global group.

## Accreditation

### Laboratory medicine/pathology

The majority of the pathology laboratories in the Sonic Healthcare group are accredited to ISO 15189:2012 Medical Laboratories – Requirements for Quality and Competence (ISO 15189).

ISO 15189 is the internationally-recognised standard used by medical laboratories, regulatory authorities and accreditation bodies to ensure competence. It seeks to give global recognition to laboratory accreditation bodies through a single peer review evaluation against an internationally agreed standard, and promotes global harmonisation of clinical practices. It also protects the health and safety of patients and staff, and improves the overall quality of care.

#### Australia and New Zealand

Sonic's Australian laboratories are accredited by the National Association of Testing Authorities (NATA) in conjunction with the Royal College of Pathologists (RCPA), while our New Zealand laboratories are accredited by the International Accreditation New Zealand (IANZ). The accreditation process includes onsite peer reviews as well as online assessments. Laboratories are fully assessed every four years, with additional activity each year. All laboratories are also accredited to ISO 15189.

#### Germany

Sonic's German laboratories are accredited by Deutsche Akkreditierungsstelle (DAkKS). They are also accredited to ISO 15189.

Some of our larger German laboratories are also accredited by the College of American Pathologists (CAP) in order to fulfil requirements for testing on behalf of US clients and the US Food and Drug Administration (FDA).

#### Switzerland

Whilst it is not mandatory to be accredited to ISO 15189, all Sonic Swiss laboratories are either accredited to this standard by Swiss Accreditation Service (SAS), or are working towards it. In addition, all our Swiss laboratories are required to meet the authorisation from the Office Fédéral de la Santé Publique (OFSP) if they wish to perform microbiology or genetic testing.

#### Belgium

Our large central laboratory in Antwerp is ISO 15189 accredited by the Belgian Accreditation Body (BELAC).

#### UK and Ireland

Sonic Healthcare laboratories in the UK are accredited to ISO 15189 by the United Kingdom Accreditation Service (UKAS), and are inspected by the Care Quality Commission (CQC). They are also accredited to the College of American Pathologists (CAP) requirements. The Blood Transfusion departments are also inspected by the MHRA (Medicines and Healthcare products Regulatory Authority) and comply with the HTA (Human Tissue Act) and all relevant Royal College of Pathologists (RCPATH) guidelines.

Sonic Healthcare's laboratory in Ireland is accredited to ISO 15189 by the Irish National Accreditation Board (INAB).

#### USA

Sonic's USA laboratories are accredited by Clinical Laboratory Improvement Amendments (CLIA) and the College of American Pathologists (CAP) to specific technical requirements. Although ISO 15189 is not yet mandatory in the USA, Sonic laboratories in the USA are working towards ISO 15189 accreditation.

## Radiology

Sonic's diagnostic imaging practices are independently accredited by the Diagnostic Imaging Accreditation Scheme (DIAS), guided by the Royal Australian and New Zealand College of Radiologists (RANZCR) Standards of Practice.

## General Practice

Every Sonic primary care medical centre is accredited by the Royal Australian College of General Practitioners (RACGP). The accreditation process is based on a three-year audit cycle, and is conducted by external provider GPA Accreditation Plus. This process ensures that our practices meet the requirement of government industry standards set by the RACGP.

In addition, accreditation demonstrates a practice's dedication to delivering high-quality care and the commitment to continuous quality improvement via systems, processes, policies, culture, risk management and staff training.



## Supplier selection and management

To ensure that Sonic maintains its global reputation for quality, safety and service excellence, Sonic expects all of its major suppliers, service providers and any other agents or contracted third parties to adopt an ethical and sustainable approach to business that is consistent with Sonic's high standards. These expectations are outlined in the Sonic Supplier Policy which all suppliers are required to read, understand and accept before they enter into contracts with us. Sonic's Supplier Policy has been implemented to ensure that, as far as possible, Sonic's suppliers will:

- › comply with all relevant laws, regulations and governmental requirements and directions
- › conduct their business in an ethically appropriate manner
- › seek to pursue environmentally sustainable business practices
- › treat all individuals, including employees and customers, with respect and dignity, including observing all relevant laws and regulations regarding discrimination, equal opportunity and individual and human rights
- › abide by the procedures of customer organisations

Suppliers are rigorously researched to ensure their compliance to Sonic Healthcare's Supplier Policy and all products are tested by technical experts within Sonic for quality and efficacy before acceptance.

Sonic draws from an international supply chain to ensure the best-quality components and supplies available for an acceptable price. Where possible and feasible, Sonic chooses suppliers from local economies, as long as they can deliver equal quality.

Sonic endeavours to develop and maintain long-term relationships with suppliers to understand future developments in the industry and to aid in Sonic's forward planning. These relationships also enable joint development of future benefits to the industry. To maintain these relationships, Sonic has developed a formal supplier relationship management system which involves structured regular formal reviews of quality, supply, costs, ongoing support mechanisms and cost containment. Sonic has a well-developed quality management system that records on-the-ground supplier interactions and these are also part of the formal review process.

# Sonic as an Employer

## Creating a fulfilling work environment

Sonic recognises the need to be more than just an employer. We employ more than 31,000 people in an environment of professionalism, ethical behaviour, equal opportunity and reward based on merit. Our culture is built on the strength of our people, and we strive to create workplaces that are secure and fulfilling. Our people focus is embedded in our Foundation Principles, which lists Respect for Our People as one of the key pillars.

Employees by country of operation at 30 June				
	2016	2016	2015	2014
Australia	50.7%	15,877	15,310	14,669
New Zealand	0.6%	183	231	412
United Kingdom	5.1%	1,597	1,479	852
Ireland	0.2%	59	56	69
Germany	17.8%	5,565	5,386	5,111
Switzerland	3.1%	987	237	217
Belgium	1.6%	502	454	439
USA	20.9%	6,528	6,370	6,048
Total	100.0%	31,298	29,523	27,817
Increase year on year		6.0%	6.1%	

## Values and philosophies

Sonic's Core Values set out a unifying code of conduct for our people. These are complemented by a range of policies that ensure that our diverse workforce operates in safe, legally compliant workplaces that meet all operating requirements. The philosophy of treating each other with respect and honesty is further encouraged by our Diversity Policy, Labour Standards and Human Rights Policy, and Code of Ethics.

## Employee turnover

Sonic is considered an 'employer of choice' due to our medical standing within the communities in which we operate. Our commitment to Medical Leadership, as well as the respect we offer to individuals, is reflected in our low employee turnover rate, especially at more senior levels of staff, which includes executive managers, line managers, pathologist and radiologists, and represents 6.9% of the total global diagnostic workforce.

Employee turnover	2016	2015
Senior leadership turnover rate	5.9%	6.8%
Total employee turnover rate	16.5%	16.9%

## Employee diversity

Our Diversity Policy outlines the principles that ensure we have a broad range of experiences, talents and viewpoints in our businesses, across age, gender and ethnicity. Of our total employees, women continue to represent the majority of the workforce at 76.4%. In addition, women represent 50.5% of the senior leadership, which is the level of manager and above. The rate remains steady with the previous year.

Employees by gender diversity	2016	2015
Women on the Board of Directors	28.6%	22.2%
Women in senior leadership positions	50.5%	50.3%
Women within the total workforce	76.4%	76.6%

Although we don't collect specific figures on ethnicity, we also boast an ethnically diverse and harmonious workforce.

## Health and safety

Sonic is committed to the health, safety and wellbeing of our staff, contractors and visitors. Our Workplace Health and Safety Policy recognises our responsibility to ensure that staff enjoy a work-life balance, are provided with opportunities to develop professionally and are assured of Sonic's concern in promoting their health and safety. Our commitment to a positive safety culture and proactive safety management is reflected in the SonicSAFE Improvement Program, which aims to achieve a zero-harm workplace.

SonicSAFE helps to maintain low levels of workplace injuries. No work-related fatalities occurred during the year across Sonic, and our lost-time injury frequency rate (LTIFR) recorded for the 30 June 2016 year was 4.1 per one million hours worked.

## Workplace reporting

Sonic encourages all staff to report any incidents, misconduct, illegal acts or other behaviour that could adversely impact the reputation of Sonic Healthcare.

Consistent training for both supervisors and staff ensures that this culture is fostered throughout the organisation. The culture of no-blame also encourages an increased level of reporting, which means that errors and problems are likely to be captured more quickly.

As an organisation, we are committed to maintaining high ethical standards and conducting business with honesty and integrity. We adhere to a zero-tolerance approach to bribery and corruption. Sonic seeks this commitment from all staff, as outlined in our Anti-Bribery and Corruption Policy.

## Working with employee representatives

Sonic engages with unions and other employee representative groups in a positive manner, and hasn't experienced any significant industrial action in our 29-year history. We accept the right of freedom of association for all of our employees, including their right to join trade unions and to be represented by those unions for the purpose of collective bargaining. Sonic does not discriminate against, or deny access to, workers' representatives in the workplace, and a significant proportion of our global workforce are currently members of unions or other employee representative groups.

## Retaining staff from new acquisitions

Sonic has a long and successful history of growth through the acquisition of other practices. When achieving synergies from these acquisitions, our general approach is to rely on natural staff turnover to generate savings over time, rather than wide-scale redundancy programs. This preserves staff morale and helps to maintain the goodwill of the businesses that we have acquired.



## CREATING A NEW TEAM

The old adage about change being the only constant in life has never been truer than it is right now.

Change seems to be part and parcel of today's workplace. And it often throws up a variety of unexpected challenges along the way, making it a stressful and destabilising experience for some staff.

SonicConnect is Sonic's internal global learning and development department, focused on providing personal development workshops for staff that range from increasing emotional intelligence, to dealing with conflict resolution, or coping with the emotional impacts of major changes, such as business mergers or laboratory relocations.

In 2015, Sonic's UK division established a new pathology company, Health Services Laboratory (HSL) — a joint venture between Sonic's UK laboratory, The Doctor's Laboratory, University College London Hospitals NHS Foundation Trust (UCLH) and The Royal Free London NHS Foundation Trust (The Royal Free).

The creation of HSL involved the integration of hundreds of staff from UCLH, TDL and The Royal Free. Change management of this scale requires massive co-ordination and insight, both logistically and culturally. SonicConnect travelled to the UK to conduct a series of workshops aimed at welcoming staff to the Sonic family, and training them in different techniques needed to support people through a significant transition. The course involved four different workshops — Emotional Intelligence, Team Work, Change Management and a module on the SCARF method — a model for collaborating with and influencing others. Dr Stephen Fairy, Sonic's Chief Medical Officer, also ran a daily session on Sonic and its commitment to Medical Leadership. The workshops were attended by a mix of different participants each day, and were applauded as a crucial component in the establishment of the new HSL pathology service.

## RECOGNISING THE IMPORTANCE OF VOCATIONAL TRAINING

Healthcare is a complex operation that requires excellence from staff members across all facets of the practice. In pathology, the act of taking a blood sample is, by necessity, an invasive procedure that involves the use of a needle. Phlebotomists (or blood collectors) need to master a range of different skills and competencies to ensure that they collect a sufficient sample, in the right type of tube, and matched to the right patient. Technically, they have to understand literally thousands of different procedures, and they also need the interpersonal skills to deal with any patient anxiety about having the test performed.

Collector training plays an integral role in the development of this expertise and knowledge, and Sonic Pathology Australia recognises the importance of providing accredited vocational training to staff as part of our commitment to medical excellence.

Clinipath Pathology, Sonic's laboratory in Perth, Western Australia, is a strong advocate for this type of training, offering training in Certificate III and Certificate IV in Laboratory (Collection) to collectors. Staff who work in Specimen Reception are also able to complete a certificate IV in Laboratory Techniques.

In 2014, Clinipath Pathology was named as the Western Australian Outstanding Employer of Mature-Age Apprentices and Trainees Excellence Awards. This was a particularly gratifying award as it acknowledged the importance and value of mature learners and employees with valuable life skills and experience. This win was backed up in 2015 when Clinipath Pathology was recognised as the winner of the Australian Training Awards (ATA) Australian Apprenticeships – Employer Award. The ATA is sponsored by the Australian Government and is the peak national awards for the vocational education and training sector (VET), recognising organisations and individuals for their outstanding contribution to skilling Australia.



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# Sonic & the Environment

Sonic Healthcare is committed to operating in a sustainable, ethical and responsible way, across all facets of its organisation — medically, financially, organisationally and environmentally. We have a variety of programs and policies in place locally and globally, which are aimed at fostering a sustainable working environment for our staff, suppliers, customers and communities. This is consistent with our Sonic Values of Demonstrating Responsibility and Accountability and Enthusiasm for Continuous Improvement.

Sonic is committed to meeting all environmental regulations and legislation that apply to the locations in which we operate, and our Environmental Policy actively seeks to minimise the negative impacts our businesses may have on their surroundings. Fortunately, healthcare is not a significant polluter or energy consumer, however we recognise the need to continually minimise our environmental footprint, and to explore opportunities that deliver long-term environmental benefits. We achieve this through:

- › identifying opportunities for energy efficiency initiatives, including the use of renewable energy systems or low environmental impact vehicles
- › providing education and training for our staff on environmental practices, including reducing water use, clinical waste and resource consumption
- › recycling programs for environmentally sensitive chemicals to reduce our contaminated waste volumes
- › partnering with our suppliers to reduce packaging and transport emissions
- › using digital solutions to minimise resource waste across our customer and supply chain
- › responsibly procuring products and services through understanding and evaluating the environmental management practices of our suppliers

Sonic Healthcare recognises the Intergovernmental Panel on Climate Change’s finding that warming of the climate system has been significantly influenced by human activity. We understand that the impacts of climate change could present physical, natural and human risks for our federated network of service providers, our key suppliers, or the availability of resources for products that are integral to our business. We monitor our exposure to these risks on an ongoing basis, and continue to ensure our service offerings are aligned to meet any emerging needs.

Our commitment to minimising our environmental impact is monitored by the Board’s Risk Management Committee, which is responsible for providing oversight on Sonic’s identification and response to key environmental issues, as well as monitoring our climate change preparedness. The Board has assessed the impact of climate change on key areas of our business and has concluded there are no substantive risks to our operations.

Sonic reports the following data under the Australian National Greenhouse and Energy Reporting Act 2007:

Greenhouse gas emissions (tonnes CO <sub>2</sub> -e)			
	2016	2015	2014
Scope 1 (mainly fuel and natural gas usage)	8,386	8,326	8,158
Scope 2 (mainly electricity usage)	59,022	59,645	58,023
Energy consumed (GJ)	386,780	381,618	370,179
Reduction in energy consumed per patient	4.2%	1.2%	

Whilst energy consumed has increased by 1.4% in 2016, this is well below the growth in patient volumes of Sonic’s Australian businesses.

## Our facilities

In 2007, Sonic's corporate headquarters moved into a purpose-designed building in Sydney, Australia, together with Douglass Hanly Moir Pathology, Sonic's largest Australian laboratory. The building was designed to achieve a 4-4.5 star Australian Building Greenhouse Rating, with many environmental features built into the design, such as commercial-scale solar panels. Similar environmental considerations have also gone into all other Sonic building projects completed in recent years and into those planned for future years.

AUSTRALIA			
		Energy rating	Features
<b>Sydney, 2007</b>	<ul style="list-style-type: none"> <li>Sonic's corporate headquarters and Douglass Hanly Moir Pathology laboratory</li> </ul>	★★★★★ Designed to achieve a 4-4.5 star Australian Building Greenhouse Rating	<ul style="list-style-type: none"> <li>Designed to reduce power consumption</li> <li>Harvest rainwater</li> <li>Filter waste water</li> </ul>
<b>Brisbane, 2014</b>	<ul style="list-style-type: none"> <li>Australian IT data centre</li> <li>Refurbishment of existing building</li> </ul>	★★★★★ 5.0 star NABERS Energy Rating*	<ul style="list-style-type: none"> <li>Free-cooling chillers that use the outside ambient air temperature to cool the data centre when the outside temperature is below the chilled water set-point, without needing the assistance of compressors</li> <li>Estimated annual electricity savings 25,000 kWh</li> </ul>
<b>Canberra, 2015</b>	<ul style="list-style-type: none"> <li>Capital Pathology</li> <li>New purpose-built laboratory</li> </ul>	★★★★★ 5.0 star NABERS Energy Rating*	<ul style="list-style-type: none"> <li>DALI lighting system</li> <li>Double-glazed windows</li> <li>Optimal use of natural light reducing the need for artificial lighting</li> <li>Recycled rain water in toilets and showers</li> <li>Efficient heating, ventilation and cooling (HVAC) system</li> </ul>
<b>Brisbane, 2016</b>	<ul style="list-style-type: none"> <li>Sullivan Nicolaides Pathology</li> <li>New purpose-built laboratory</li> </ul>	★★★★★ 4.5+ stars	<ul style="list-style-type: none"> <li>Motion sensor LED lighting</li> <li>Computer-modelled exterior sun shading</li> <li>Tinted double-glazed windows to reduce the load on the air-conditioning system</li> <li>End-of-trip facilities accommodating 94 bicycles and change rooms, to encourage staff to use transport systems other than private motor vehicles</li> <li>Rain water harvesting and a building management system</li> </ul>

\*NABERS is an Australian national rating system that measures the energy efficiency, water usage, waste management and indoor environment quality of a building, and its impact on the environment.

## UNITED KINGDOM

	Energy rating	Features
<b>London, 2016</b> <ul style="list-style-type: none"> <li>▪ The Doctor's Laboratory and Health Services Pathology laboratory</li> <li>▪ Refurbishment of existing building</li> </ul>	<b>Very Good</b> BREEAM score <sup>^</sup>	<ul style="list-style-type: none"> <li>▪ Series of 'green roofs' that contribute towards the creation of a nature corridor across central London</li> <li>▪ Provision of approximately 60 cycle spaces and associated shower facilities on site to encourage staff to cycle to work</li> </ul>

<sup>^</sup>BREEAM sets the standards for best practice in sustainable building design, construction and operation and has become one of the most comprehensive and widely recognised measures of a building's environmental performance.

## USA

	Planned Features
<b>Hawaii, 2017</b> <ul style="list-style-type: none"> <li>▪ Clinical Labs of Hawaii</li> <li>▪ Refurbishment of existing building</li> </ul>	<ul style="list-style-type: none"> <li>▪ Removal of all asbestos from the building</li> <li>▪ Waste water filter system</li> <li>▪ Installation of LED lighting</li> <li>▪ New VAV air-conditioning system</li> <li>▪ Non-productive window film to be removed from all windows and replaced with new reflective film to reduce heat load on the building</li> </ul>

## Other energy saving and waste reduction initiatives

Ongoing campaigns and initiatives continue around the Sonic network to reduce energy usage and waste, and increase recycling, including education and the provision of recycling facilities. Communication and training on environmental policies and procedures are an important part of these campaigns and initiatives. A few examples of these initiatives are described below.

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### Reduction in film usage

Over the last several years, Sonic's diagnostic imaging division has worked with referring clinicians and patients to replace hard copy film images with quality digital alternatives. Images and reports can now be accessed, streamed, downloaded and archived efficiently in a variety of formats, resulting in a decrease in film usage by more than 50% in the past five years, with benefits accruing from the reduction in manufacturing, transporting, processing, delivering, storing and disposing of the film products. Sonic is targeting a further 10% reduction of film use over the next two years.

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### Shareholder communication

Sonic encourages its shareholders to access all their communications electronically to reduce the energy and water resources associated with paper and print production. 97% of Sonic shareholders now opt to receive an electronic version of the Annual Report, or have the option to view it online. Over 36% of shareholders also receive communications electronically.

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### Solar power

The commercial-scale solar power systems at our Macquarie Park campus in Sydney have a combined power capacity of 196kW. The systems generate more than 250,000 kWh of clean energy each year, reducing greenhouse gas emissions by an average of 175,000 tonnes equivalent of CO<sub>2</sub> annually. Over the 25-year operational life this amounts to 4.4 million tonnes equivalent of CO<sub>2</sub> abatement.

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### Electric cars

Five innovative BMW i3 electric cars are being trialled in Germany. The cars do not emit tailpipe pollutants and have a range of 140 kilometres, which is adequate for inner-city courier work. The high initial capital cost is offset by lower monthly operating costs. It is estimated that each electric car reduces CO<sub>2</sub> emissions by 300 kilograms per month when compared to an equivalent diesel car.

Throughout the world, Sonic also uses hybrid cars, motorcycles and bicycles to reduce the environmental impact, and/or to navigate city traffic more efficiently.

## Awards and recognitions

Our UK operations have achieved and maintained certification to the international environmental standard, ISO 14001 Environmental Management System. This involves assessing the business activity components and associated environmental impacts, and identifying long-term objectives. These are then broken down into manageable environmental improvement projects.

Recent projects have included recycling hardware and toner cartridges, the introduction of bicycle couriers in Central London, using environmental credentials as key criteria when selecting new company vehicles, encouraging paperless and dial-in meetings, and improving recycling.

Bioscientia, our laboratory in Ingelheim, Germany, has been formally recognised by ECOPROFIT for achieving their environmental criteria. ECOPROFIT is a cooperative approach between the regional authority and local companies that aims to reduce raw materials costs, reduce water, energy and waste, and to positively impact on the environment.

## Other environmental considerations

Medical waste is often identified as a potential environmental hazard resulting from our services. Sonic minimises this risk by contracting with reputable, licensed businesses that specialise in this field. This waste handling is subject to regular review by external parties as part of our laboratory accreditation processes. In its 29-year history, Sonic is not aware of a single issue of note arising in relation to medical waste.

Sonic does not undertake animal testing, other than veterinary pathology (which tests for the health of the animal) in some markets.

When purchasing equipment, Sonic formally assesses water usage, power requirements and consumables packaging, while the selection of significant suppliers is subject to a formal assessment of their environmental policies and credentials, in accordance with Sonic's Supplier Policy.



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# Sonic Helping Others

Medical practice comes with certain responsibilities and obligations. By improving healthcare availability and access, you can literally change people's lives.

Helping others has always been an integral facet of Sonic's corporate culture. Over many years, we have been in the fortunate position of being able to help people near and far with our local and global philanthropic activities.

We support a broad range of charities and place particular emphasis on supporting initiatives where we can be directly involved in delivering a positive outcome. During the year we donated more than \$1.5m in cash and in-kind donations. This included donations supporting research into medical treatments for diabetes, cancer, asthma and heart conditions. We also recognise the importance of supporting children and families, with donations to paediatric spine research, children's hospitals, education for autistic children, family violence services and schools. Other donations included research into post-traumatic stress disorder, and food drives and fundraisers for countries ravaged by natural disasters. In addition to this figure, we also provided a significant investment in external education, research and sponsorship of medical events and programs.

*5.1 million kilometres were travelled in the last year by our home visit collectors in Australia performing house calls for patients who are not well enough to travel – that's more than six return trips to the moon!*

## Catalyst Program

As a medically-led organisation, Sonic knows that good medical practices play an important role in helping to improve the healthcare and lives of people in some of the world's most disadvantaged areas. We have developed a global initiative known as the Catalyst Program, to help develop localised self-reliance in pathology, radiology and other essential services.

We have made it our mission to equip local hospitals with modern pathology and radiology equipment, and to train their staff in modern scientific methods and techniques so that they can provide the vital laboratory, pathology and radiology services that underscore modern medicine. We also provide funding, materials and support for community projects. These additional projects include school and orphanage supplies and donations, refugee support, community training and upskilling, and the transportation of containers of equipment and supplies.

Most of our projects have been aligned with hospitals that treat women and children – two community subsets that are vital to the future success of any nation. Our support is known as the Catalyst Program because we aspire to be one of the catalysts that will help these hospitals, and the communities that they serve, to self-sufficiency.

The Catalyst Program is supported by Sonic Healthcare staff across the world, including a team of healthcare professionals who visit the projects at least once a year for several weeks at a time.

In the last eight years, we have sent more than a dozen shipping containers to our African aid projects. These containers are filled with laboratory consumables (blood collection items, gloves, specimen containers, reagents), supplies for the hospital, and laboratory, radiology and computer equipment. They also include equipment for the schools and staff donations of clothes and shoes. Other charitable groups have also taken advantage of space in our container to send physiotherapy and surgical equipment.



## THE RIPPLE EFFECTS OF CHANGE

When we first started working with the incredible doctors and staff at HEAL Africa in Goma (Democratic Republic of Congo), our ambitions were straightforward: equip the hospital with the instruments and equipment needed to run a full-service pathology laboratory and radiology department, and then train the staff in how to operate and maintain the devices so that they can operate continuously. We knew the immediate benefits that this would bring to the doctors and patients at HEAL's hospital — they would be able to properly diagnose medical conditions, rather than taking an educated guess. And by understanding the medical condition, they would be able to prescribe the correct medications, rather than trying different types of antibiotics and hoping for the best.

What we didn't know was that our involvement would have ripple effects and flow-on benefits that were beyond our wildest imaginings.

## SUPPORTING 6,000 LOCALS

In developing economies, a regular pay cheque can be hard to come by. Sometimes the money just isn't there to pay the staff, and sadly this was often the case for the dedicated staff at HEAL Africa. However the modern pathology and radiology services have provided a new revenue source for the hospital, which can now provide services to government and other fee-paying users. This means that all staff members can be paid regularly. It has been estimated that this has positive flow-on benefits for the 6,000 people within the community who are supported by family members who are employed by HEAL Africa.

## ATTRACTING WORLD-CLASS DOCTORS

Modern medicine is built upon proper diagnostic techniques. You can be the best doctor in the world, but if you don't have test results outlining your patients' medical conditions, your ability to help them to recover is severely compromised.

The medical staff at HEAL Africa are exceptional. However, their skills are greatly enhanced when they can learn from visiting international doctors who come to HEAL Africa to help share their knowledge and skills.

The existence of fully functioning diagnostic services means that HEAL is now able to attract some of the world's best doctors to come and share their knowledge and improve the specialist skills of the HEAL doctors.

## SPONSORING THE NEXT GENERATION

The ongoing success of HEAL Africa's diagnostic capabilities relies on medical oversight by specialist pathologists and radiologists. For the last five years, Sonic's commitment to HEAL Africa has also extended to sponsoring the education of Dr Kasareka Kihemba (known affectionately as Dr K), who has just returned from completing his studies as a General Pathologist, achieving a high distinction result in his honours year. Dr K is now one of two pathologists in the entire Eastern Region of Congo.

Sonic also sponsored the advanced radiology training of Dr Sosthene Tsongo, in conjunction with Sonic Australia radiologist Dr Murray Thorn, who has been one of the driving forces in the success of HEAL Africa.

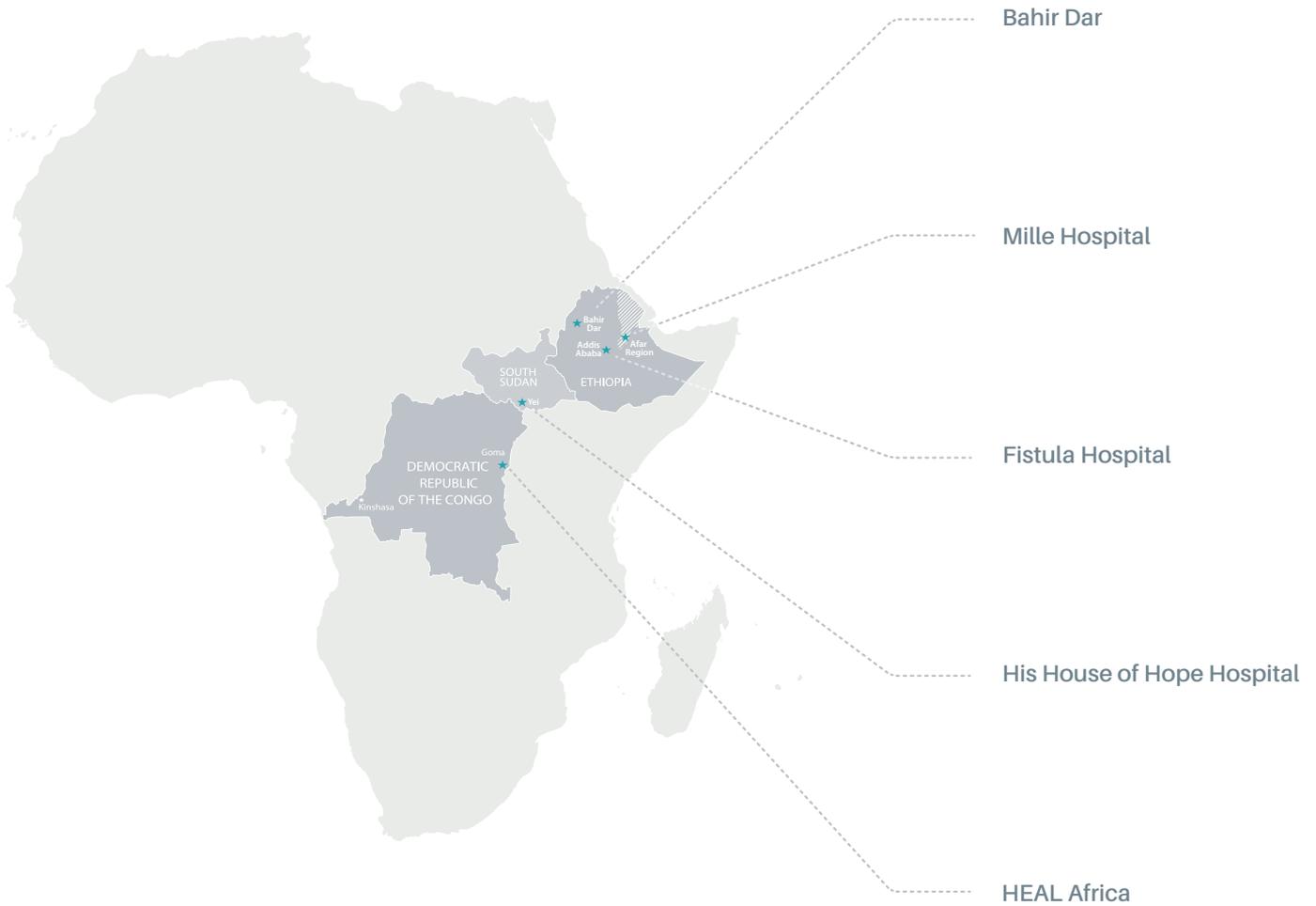
Over the years, Sonic has also sponsored the training of local Congolese radiographers and scientists to improve their skills and qualifications

## SUPPORTING THE CREATION OF A VIABLE LOCAL INDUSTRY

Sonic also supports the laboratories in the DRC, South Sudan and Ethiopia by sourcing local reliable suppliers of laboratory reagents and consumables. By using local suppliers, we are helping to grow the future diagnostic capabilities in each country through the support of a viable local industry.

## HELPING WOMEN AND CHILDREN AFFECTED BY WAR

Catalyst's support extends to projects such as the HEALing Arts Centre that provides vocational skills to women affected by war and violence. We also support several schools, including the Tuungane and Magunga schools in Goma. This has included supplementing teachers' wages, supplying stationery, furniture and sports equipment, and purchasing a solar power unit for the roof at the Magunga School which previously had no electricity. The support for the schools is enhanced by the donation of pens, pencils, books, sporting equipment, shoes and children's clothing that is sent over in containers each year.



## CATALYST PROGRAM

Hospital	Region	
<b>HEAL Africa</b>	Goma, Democratic Republic of Congo	<ul style="list-style-type: none"> <li>▪ Installation of pathology laboratory and radiology department</li> <li>▪ Ongoing supplies</li> <li>▪ Training of staff</li> <li>▪ Provision of teaching and other non-medical items</li> </ul>
<b>Fistula Hospital</b>	Addis Ababa, Ethiopia	<ul style="list-style-type: none"> <li>▪ Installation of pathology laboratory</li> <li>▪ Training of staff</li> <li>▪ Ongoing support</li> </ul>
<b>Barbara May Foundation Maternity Hospital</b>	Mille, Ethiopia	<ul style="list-style-type: none"> <li>▪ Medical and surgical equipment</li> <li>▪ Planned installation of pathology laboratory (equipment and supplies)</li> <li>▪ Staff training</li> </ul>
<b>Vision Maternity Centre</b>	Bahir Dar, Ethiopia	<ul style="list-style-type: none"> <li>▪ Medical and surgical equipment</li> <li>▪ Planned installation of pathology laboratory (equipment and supplies)</li> <li>▪ Staff training</li> </ul>
<b>His House of Hope Hospital</b>	Yei, South Sudan	<ul style="list-style-type: none"> <li>▪ Medical and surgical equipment</li> <li>▪ Planned installation of pathology laboratory (equipment and supplies)</li> <li>▪ Staff training</li> </ul>



## Contact Information

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