

# **SUSTAINABILITY REPORT 2019**



**Q & M Dental Group (Singapore) Limited**

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## Letter from Chairman



Dear Valued Stakeholders,

On behalf of the Board of Directors (“the Board”), I am pleased to present Q & M Sustainability Report for financial period 1 January 2019 to 31 December 2019 (“FY2019”). 2019 marks the third year of our journey in sustainable practices and this report outlines our initiatives and achievements on Environmental, Social and Governance (“ESG”) factors that have been carefully selected to be material factors with input from our Group’s key stakeholders and how we have assimilated it into our Group’s strategy and operations.

### **Quality, Innovation and Progress**

In this day and age, the cutting-edge technology of artificial intelligence (“AI”) is the future in dentistry. Since our venture into dental artificial intelligence (“AI”) and dental education in 2018, we have been building on strengthening our Group through our collaborations with AI Singapore and International Medical University, Malaysia, to develop an AI platform that will assist in further improving data diagnosis through automatic radiographic interpretation and form automated treatment plans from current best practices. Through this platform, we wish to bring accessible and quality dental healthcare to everyone.

To ensure sustainability of our talent pool of dentists, our Group has officially launched our first private dentistry institution in Singapore, Q & M College of Dentistry which offers post-graduate diploma studies in clinical dentistry and Q & M Dental Group Scholarship Scheme in October 2019.

### **Staying prepared and ready**

With the COVID-19 pandemic outbreak in January 2020, our Group had taken precautionary measures and implemented operational protocols in both medical clinics and dental clinics through high level of infection control and rigorous screening procedures.

We have also taken concrete steps towards mitigating the effects of the pandemic on our supply chain through a non-binding Memorandum of Understanding with Hubei Aishubao Living Supplies Co., Ltd and Guangzhou Pharmasen Co., Ltd., for the proposed establishment of a surgical mask manufacturing company as a joint venture. This is to secure a steady supply of medical grade surgical masks for our clinical operations and prevent future supply shocks.

### **Looking forward**

We believe in stepping up and responding to the escalation of the pandemic and helping wherever we can. We have entered into a joint venture with Acumen Diagnostics Pte Ltd in March 2020 which is involved in the manufacture, sale and distribution of diagnostic test kits for viruses such as COVID-19, in Singapore and overseas. Through this step, we hope to assist Singapore in its fight against the pandemic.

On the clinical front, we are working towards gradually obtaining “Eco-Shop” certifications at our clinics over the next few years. Eco-Shop is a certification programme aimed at guiding and encouraging retailers to fit out their shops in an environmentally-sustainable manner, as well as to adopt eco-friendly habits and implement green practices in their daily operations.

Under the Board’s leadership, our Sustainability Taskforce led by our Group’s Chief Operating Officer, Dr Raymond Ang, and Chief Financial Officer, Mr Vitters Sim, will continue their effort in monitoring and managing our ESG issues in our journey towards ensuring our Group’s continuous and sustainable growth in the coming years.

### **Appreciation**

Finally, we would like to thank our team members, supporters and stakeholders for partnering with us in our sustainability journey. We will continue to strive and improve the environmental, social and economic well-being of the community we live in.

**Mr Narayanan Sreenivasan @ N Sreenivasan**

Independent Non-Executive Chairman

## About this report

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Q & M Dental Group (Singapore) Limited, together with its subsidiaries, collectively the “Group”, “we”, “our” or “Q & M”, is delighted to present our third annual sustainability report for FY2019.

We have prepared the report in accordance with the Singapore Exchange Securities Trading Limited (“SGX-ST”) Mainboard Listing Rule 711A and 711B and the Global Reporting Initiative (“GRI”) Standards Sustainability Reporting Guidelines 2016 - Core Option and its reporting principles. For further information on the relevant references, please refer to the GRI Content Index at the end of this report.

GRI standards continues to be the sustainability reporting framework of choice as it is internationally recognised and widely adopted, enabling us to provide a broad and comparable disclosure of the ESG performance.

This report covers data and information from 1 January 2019 to 31 December 2019 (“FY2019”) across 113 dental outlets, 5 medical clinics and 3 dental supplies and equipment distribution companies across Singapore, Malaysia and the People’s Republic of China (“PRC”). In our third report, we continue to discuss and explore the Group’s achievements and performance towards the Environmental, Social, Governance (“ESG”) and economic goals.

We have not sought external assurance for this reporting period and will consider this as our reporting matures over time. In line with our environmentally friendly practice, we will not be printing this report. An electronic copy of this report is available for download from our website: [www.QandMDental.com.sg](http://www.QandMDental.com.sg). We welcome and value your feedback on this report, any aspect of our sustainability performance and possible areas of improvement at [QandM@QandM.com.sg](mailto:QandM@QandM.com.sg).

## About Q & M

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Q & M is a leading private dental healthcare group in Asia with an extensive number of private dental outlets in Singapore. Our Group's organic growth strategy is to maintain the core business through expansion of our operations geographically and vertically through the value chain in Singapore, Malaysia, PRC and the rest of the Asia Pacific Region. Our core values, C.A.R.E, drives our business operations and forms the foundation which we believe in.

### Our Mission

To provide quality and accessible dental healthcare to patients in the region.

### Our Core Values

**C.A.R.E** for patients and stakeholders in the healthcare ecosystem.

<b>C</b>		Customer Satisfaction	<b>R</b>		Responsible
<b>A</b>		Accessible	<b>E</b>		Excellence

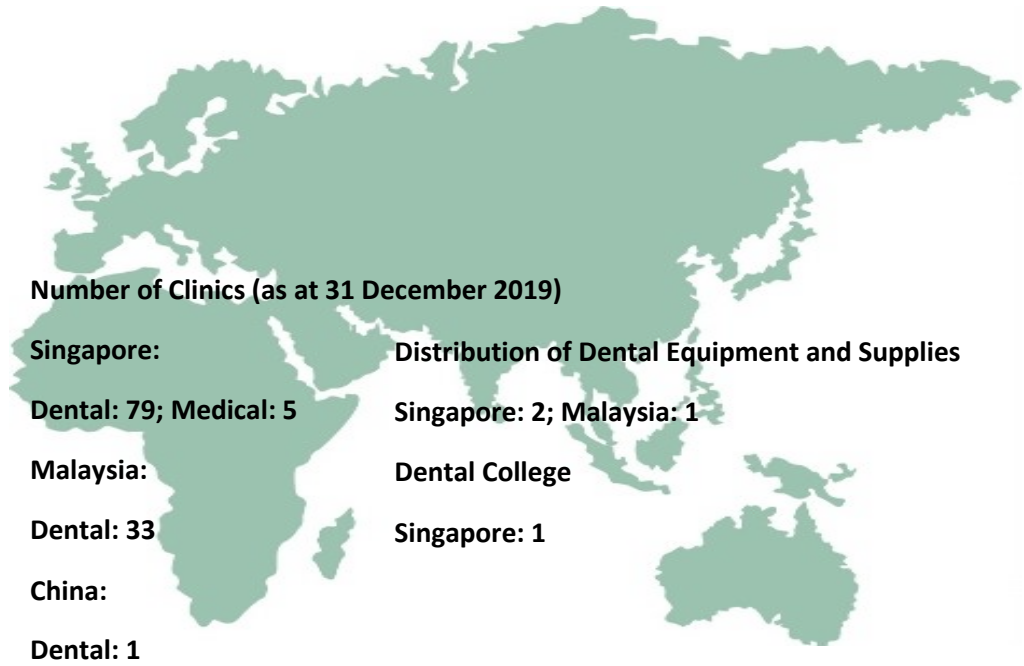
With a proven track record as a listed company in private healthcare industries, Q & M has developed a total number of 79 dental clinics located in various location island wide. Q & M strongly believe in delivering product excellence and quality services in all our business ventures.

In FY 2019, we continue to strengthen our foothold in the dental and medical healthcare segment. During the year, our Group has expanded the coverage by opening 7 new dental clinics in Singapore and 16 dental clinics in Malaysia.

In view of further expansion, our Group targets to expand by opening at least 10 new clinics in the coming year and have already secured the location for a new clinic which is expected to commence operations in the first half of 2020. In Malaysia, we have secured locations for 3 new clinics, which are similarly expected to commence operations in the first half of 2020.

Key developments of our Group include the investment of AI technology and dental higher education through collaborations between Q & M, AI Singapore ("AISG") and International Medical University in Malaysia to develop the AI platform as well as the launch of our very own Q & M College Of Dentistry and post-diploma graduate studies in Singapore.





**SINGAPORE**

Our Group has 79 outlets include the 7 new dental clinics in 2019 which located at Havelock, Paya Lebar Quarter, Kovan, Poiz, Kinex, Clementi West and Tampines Street 11. In addition, our Group has also acquired the Specialist Oral Surgeons clinics which located at Novena. With the tremendous support of more than 230 experienced dentists and nearly 400 clinical and administrative staff, we are able to reach out to more than 600,000 patients within Singapore.

**MALAYSIA**

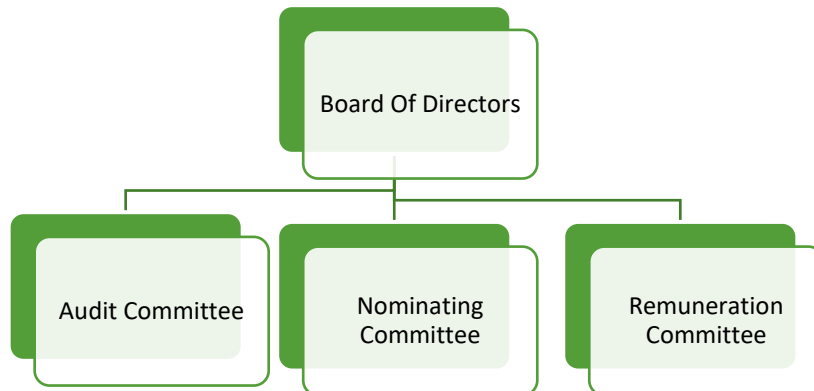
Our Group currently has 33 clinics across the Malaysia which are handled by the devoted team of 52 dentists and 130 clinical and administrative staff to provide quality services across various states including Johor, Kuala Lumpur, Selangor and Malacca.



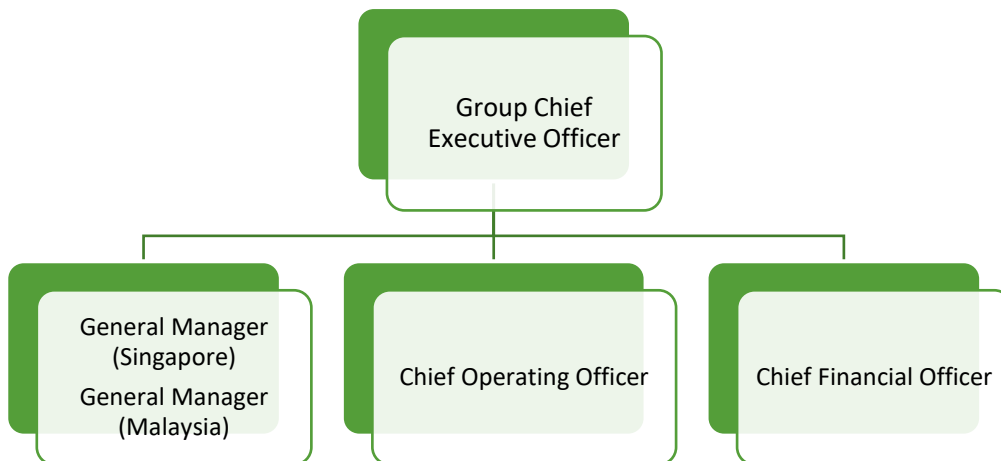
## About Q & M

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### Organisation Chart - Board



### Organisation Chart - Management



### Managing Our Supply Chain

We strive to ensure a sustainable supply chain through maintaining relationships with our reputable suppliers and partners who are committed to high quality, environmental, health and safety standards.

In managing our supply chain, we ensure that our suppliers are assessed by management in accordance with the guiding principles established in our Group procurement policies. This includes our Group's stringent selection and evaluation criteria on a periodic basis to ensure that their performance align with our policies. As part of our continuous engagement with our network of suppliers, we encourage them to have a greater involvement in environmentally friendly practices and we have communicated that it is mandatory that our preferred suppliers are registered with relevant local regulatory body and abide by established ethical guidelines.



## About Q & M

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### Awards and Accolades

Our professional team strives to deliver the best services that match our patient's needs. In our endeavour to provide effective and suitable treatment plans, we are proud to be the recipient of a number of certifications and accolades. Each of these achievements marks of our team's commitment to excellence.

During the year, our Group was conferred the following recognition:



Eco-Shop Certification 2017-2020



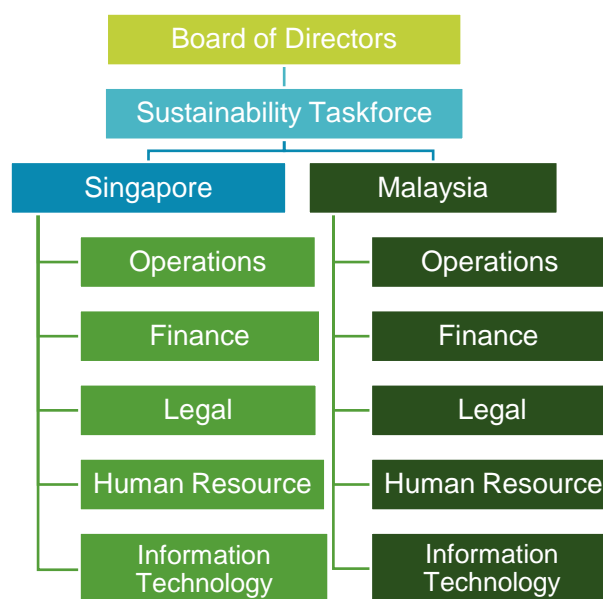
Invisalign Diamond Provider Certification 2019

### Membership of Association

Our Group and staff are members of the following organisations and associations:

- |                                                 |                                                                          |
|-------------------------------------------------|--------------------------------------------------------------------------|
| - Singapore Dental Association                  | - Chartered Public Accountants (Australia)                               |
| - Singapore Medical Association                 | - Institute of Singapore Chartered Accountants                           |
| - Pharmaceutical Society of Singapore           | - Association of Chartered Certified Accountants (UK)                    |
| - Singapore-Liaoning Economic and Trade Council | - Singapore Institute of Directors                                       |
| - Singapore-Shandong Economic and Trade Council | - Singapore Business Federation                                          |
| - Guangzhou Singapore Business Council          | - Singapore Chinese Chamber of Commerce & Industry                       |
| - Society of Periodontology (Singapore)         | - Singapore Dental Council's Continuing Professional Education Committee |
| - Society of Endodontists Singapore             | - Association of Oral & Maxillofacial Surgeons Singapore                 |
| - Association of Orthodontists (Singapore)      | - Singapore Dental Council (Elected members)                             |
| - Prosthodontic Society Singapore               |                                                                          |

## Sustainability Governance at Q & M



The Board provides oversight on sustainability matters and corporate governance processes across our Group.

Under the lead of Group Chief Operating Officer, our Sustainability Taskforce (“Taskforce”), comprising of representatives from Singapore and Malaysia business units, will continue to oversee the development and implementation of organisation-wide sustainability strategy along with the relevance material economic and ESG topics. The Taskforce will continue to provide updates to the Board on an annual basis.

Our Group is committed to maintaining good corporate governance to safeguard the interest of its stakeholders and has complied with the principles and guidelines of the Code of Corporate Governance 2018.

Policies and procedures on conflict of interest and Code of Conduct are established and communicated to all employees. All employees

are required to comply with the code of conduct and perform work in a responsible and professional manner. We have a “zero tolerance” approach towards corrupt and dishonest practices or acts of bribery to obtain an unfair advantage and our employees are expected to report any concerns or unethical behaviour according to the procedures laid out in the anti-corruption and conflict of interest policies.

The combination of sound corporate governance and ethical business conduct are fundamental to the achievement of our objectives to grow our business sustainably, enhancing stakeholders’ value and overall success of our Group.

Moving forward, our Group will continue to reaffirm our commitment to achieve the highest levels of sustainability in everything that we do, and to cultivate a generation that will make a difference towards sustainable development in the present and the future.

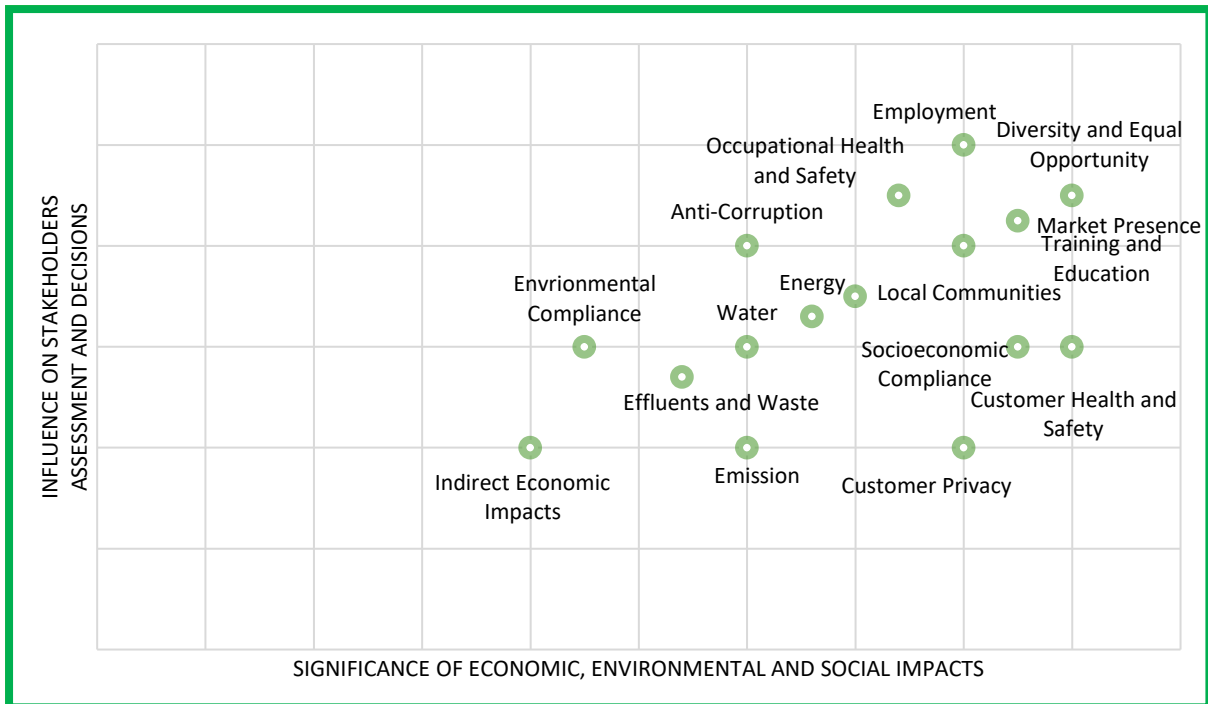
## Stakeholder Engagement

Stakeholder engagement process is an important component of Q & M sustainability strategy. Engagements with our stakeholders allow us to cultivate a better relationship and to understand their areas of concern and what impacts them. At Q & M, we engage our stakeholders through different platforms on a regular and as-needed basis.

Stakeholders	Engagement platforms	Areas of Concern
<b>Patients</b>	<ul style="list-style-type: none"> <li>• Annual reports</li> <li>• Service quality feedback</li> <li>• Customer loyalty program</li> </ul>	<ul style="list-style-type: none"> <li>• Quality, safety and hygiene of clinical services</li> <li>• Professional qualification of dentists</li> <li>• Privacy and data protection</li> <li>• Compliance with local health and safety regulations</li> </ul>
<b>Employees</b>	<ul style="list-style-type: none"> <li>• Performance appraisal system</li> <li>• Training and skills upgrading</li> <li>• Job briefings</li> <li>• Company intranet/events/Zoom meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Remuneration</li> <li>• Employee Benefits</li> <li>• Training and development</li> <li>• Ethics and Conduct</li> <li>• Compliance with local employment regulations</li> </ul>
<b>Suppliers</b>	<ul style="list-style-type: none"> <li>• Supplier quality assurance</li> </ul>	<ul style="list-style-type: none"> <li>• Health and safety</li> <li>• Feedback of products and services</li> <li>• Business continuity</li> </ul>
<b>Governments and Regulators</b>	<ul style="list-style-type: none"> <li>• SGX Quarterly announcements</li> <li>• Annual reports</li> <li>• Sustainability reporting</li> <li>• Ongoing dialogues</li> </ul>	<ul style="list-style-type: none"> <li>• Compliance with the local health and safety regulations, Listing Manual of SGX and Code of Corporate Governance</li> </ul>
<b>Community</b>	<ul style="list-style-type: none"> <li>• Engagement in community services</li> <li>• Social media</li> </ul>	<ul style="list-style-type: none"> <li>• Environmental impact</li> <li>• Social development</li> </ul>
<b>Shareholders and investors</b>	<ul style="list-style-type: none"> <li>• SGX Quarterly announcements</li> <li>• Annual reports</li> <li>• Investor relations management</li> <li>• Annual/Extraordinary general meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Equity returns and investment yields</li> <li>• Compliance with the Listing Manual of SGX, and Securities and Futures Act</li> </ul>

## Materiality Assessment

In FY2019, our Group has conducted a comprehensive materiality assessment based on inputs received from stakeholders to priorities topics which could have a significant economic, environmental and/or social impact to our business and stakeholders. Based on our annual assessment, matters reported in our previous sustainability report remained as our priorities and no additional topics were identified during the year. The following table summarises our list of relevant sustainability topics and ranking results.



### Sustainability Topics Discussed:



#### Economic

- Market Presence
- Indirect Economic Impacts
- Anti-Corruption



#### Environmental

- Energy
- Water
- Emission
- Effluents and Waste
- Environmental Compliance



#### Social

- Employment
- Occupational Health and Safety
- Training and Education
- Diversity and Equal Opportunity
- Local Communities
- Customer Health and Safety
- Customer Privacy
- Socioeconomic Compliance

## Anti-Corruption

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We have a “zero tolerance” approach for corruption and dishonest practices and adopt a strong stance against it. The clear guidelines and procedures relating to bribery, extortion, fraud and money laundering were established, endorsed by the Audit Committee (“AC”) and approved by the Board. In addition, under our Group’s Whistle Blowing Policy, employees, patients and suppliers are encouraged to report any suspicious or irregular behaviour they may encounter in the course of their work and interaction with Q & M and its partners without the fear of reprisals. This is to encourage the reporting of such matters in good faith will be able to do so with confidence that they will be treated fairly, and to the furthest extent possible, be protected from reprisal. Concerns raised are channelled directly to the Audit Committee (AC) members. Should there be a substantiated case, disciplinary actions will be taken accordingly.

As highlighted in our previous sustainability report, legal actions were taken immediately upon discovery of improper conduct in the Company’s Malaysian subsidiaries in Johor, Malaysia, in 2016. To date, the case had reached a full settlement of all the claims as all parties in the lawsuit have agreed to settle all outstanding claims and counterclaims in the main suit and withdraw appeals, reports and complaints. We are pleased to announce that there was no whistle blowing report regarding possible improprieties received by the AC for FY 2019.

### Subsequent reporting for FY2020

Moving forward, our Group aims to maintain zero reported whistle-blowing cases as our Taskforce continues to monitor compliance of our Group’s policy with the applicable laws and regulations on anti-corruption. In addition, we will be looking into conducting trainings for our employees to increase the awareness of the relevant channels available for their feedback and concerns.

## Our Environmental Footprint

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As we understand the importance of environmentally friendly practices, Q & M is committed to minimise our environment impact by implementing a framework and an Environmental Policy consisting of 4 pillars.



### ***“Maximise efficiency, minimise costs, conserve resources”***

Following the 4 pillars, here are some of our Group’s green practices:

- Select electrical appliances with high energy star ratings and with energy saving functions. For e.g. those with inverter technologies and standby modes. The National Environment Agency provides a directory of products that are registered with the Energy Labelling Scheme.
- Switch off lights and air-conditioners if rooms/areas are not in use.
- Reduce printing of hard copies in day-to-day operations; transmission and communication of information to be done via soft copies instead.
- Select water efficient equipment and fittings. In Singapore, water efficient fittings are rated under the Water Efficiency Labelling Scheme.
- Select sustainable materials whenever possible. Sustainable materials are those that use recycled materials in their manufacturing process or are produced in a manner that conserves resources such as water/power.
- Select sustainable equipment whenever possible. Sustainable equipment is machinery that use lower amounts of energy or 3-tick rated by the National Environment Agency and/or registered with the Singapore Green Building Product Labelling Scheme or Singapore Green Labelling Scheme.
- While procuring products that may release man-made Volatile Organic Compounds (VOC) that are harmful to the environment, select products that have been certified low or without VOC whenever possible. For e.g. paints, adhesives, sealants, surface finishes, carpets and floorings.



## Our Environmental Footprint (Cont'd)

### Energy and Emission

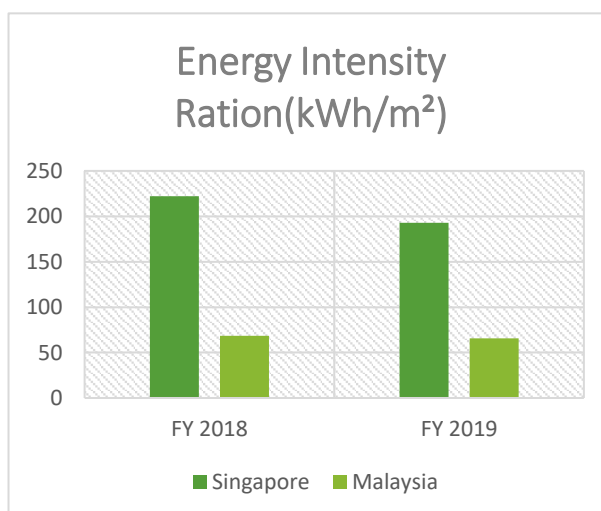
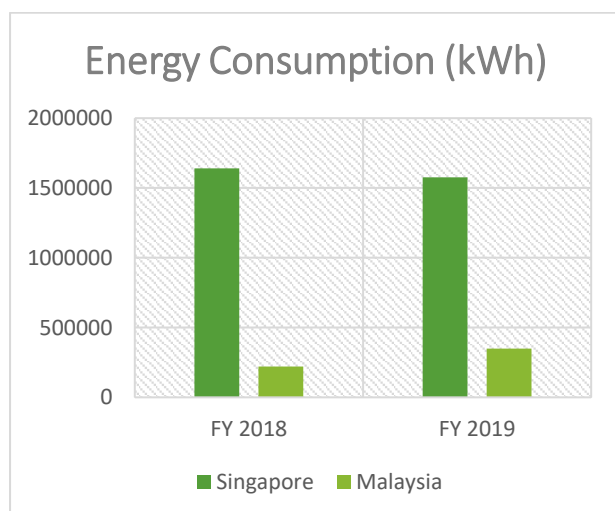
The Environmental Policy is established according to our 4 pillars, which further underlines our commitments towards environmental sustainability and importance of our role in minimising our environmental footprint.

In FY 2019, we have consumed a total of approximately 1,575,465 kWh of electrical energy. This represented approximately 4% of decrease in energy consumption compared to the previous year. In line with our environmental policy, we continue to reduce our carbon footprint by applying energy-saving facilities and adopting eco-friendly practices by implemented numerous initiatives being:

- Replace custom-made furniture & fittings with movable ones so that the latter can be easily recycled/reused at other locations
- Set air conditioner temperature at 24°C or higher.
- Switch off all electrical appliances after operating hours.
- Regular maintenance of service equipment to ensure maximum efficiency.
- Switch off lights and air-conditioners if rooms/areas are not in use

Energy Consumption (kWh)		
	2018	2019
Singapore	1,639,818	1,575,465.04
Malaysia	220,906	348,646

Energy Intensity Ratio (kWh/m <sup>2</sup> )		
	2018	2019
Singapore	222	192.72
Malaysia	68.35	65.68

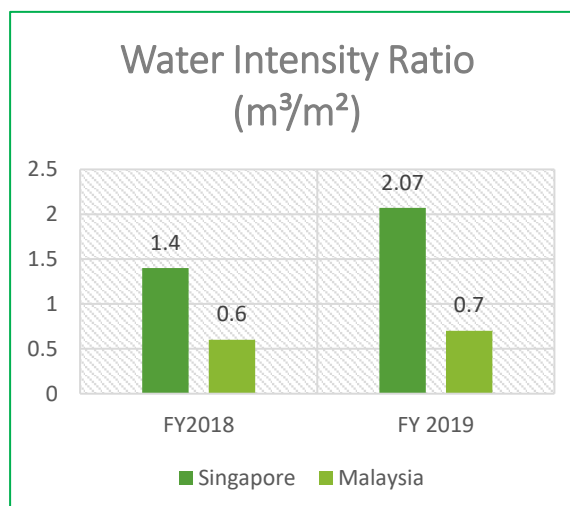
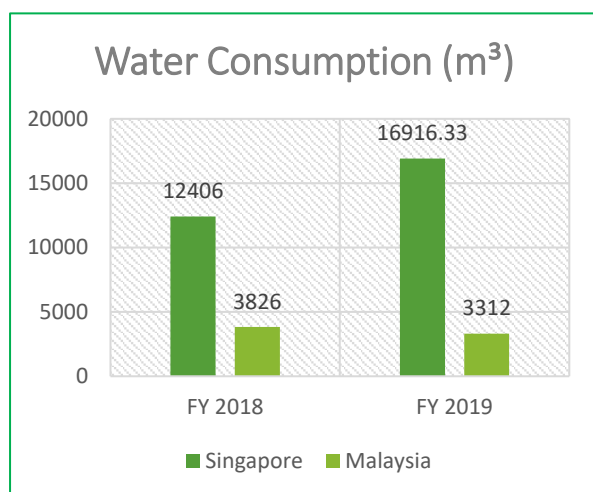


## Conserving Water

Water remains a scarce resource in Singapore and risk of shortage is further intensified by climate change. Q & M's water consumption in FY 2019 has increased due the opening of the new specialist clinics within the year. Nonetheless, our Group will continue to improve the water conservation through various initiatives to conserve water and reduce water consumption across all its operating entities within our Group. For instance:

- Installation of thimbles in taps
- Installation of half-flush and full-flush options in toilets
- Report of all leaks
- Provision of fresh drinking water as an alternative to bottled water
- Cultivate “drink only what you can finish” culture
- Implementation of water conservation guidelines

Water Consumption (m <sup>3</sup> )		
Region	2018	2019
Singapore	12,406	16,916.33
Malaysia	3,826	3,312



Water Intensity Ratio (m <sup>3</sup> /m <sup>2</sup> )		
Region	2018	2019
Singapore	1.4	2.07
Malaysia	0.6	0.7

### Subsequent reporting for FY2020

Moving forward, we will continue to identify new initiatives and energy saving opportunities and communicate our goals to the employees of our Group. We will continue to look for new initiatives such as establish a ESG team to work on the ESG initiatives, obtain Eco-Shop certification across all clinics and source for environmentally-friendly dental consumables.

## Our Environmental Footprint (Cont'd)

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### Effluents and Waste Management and Environmental Compliance

We handle different types of clinical waste on a daily basis and it is important that our waste management process is conducted under a safe and sustainable manner. Licensed waste disposal vendors are engaged to collect and dispose sharps and biohazardous waste to ensure adherence to requirements stated in the Private Hospital and Medical Clinics Act by the Ministry of Health.

For Malaysia operations, we ensure compliance with the requirements stated in the regulatory guidelines on effluents and waste management procedures. Other than engaging waste management service from licensed vendors, refrigerated storage areas/units were installed at all new clinics to store the clinical waste safely prior to collection for disposal.

Currently, our Group has yet to implement tracking mechanism to measure the quantity of waste disposed. However, the vendors we engaged have a proper system in place to collate data on the amount of waste collected to analyse. We will also ensure all the defective ionising radiation irradiating apparatus such as x-ray machines are properly returned to the equipment vendor/distributor for proper disposal.

As a result of our efforts, we are pleased to announce that there was no reported non-compliances with regulations relating to disposal of hazardous and non-hazardous waste.

### Subsequent reporting for FY2020

Moving forward, we will continue to strive to maintain and exploring the possibility of improvements in reduce our overall environmental footprint.

## Human Capital

### Employment Practices

With a total staff strength of 475 employees across Singapore and Malaysia, our people is one of the key factors to our success as a Group. We continue to uphold and honour the fair and responsible employment practices stipulated by the Tripartite Alliance for Fair and Progressive Employment Practices (TAFEP) and all relevant law and regulations in the countries we operate in.

As we promote equal opportunities and a fair working environment, our Group has adopted an employment policy and management principles that includes employee recruitment and selection, remuneration and employee benefits, performance appraisals, career training and development and cessation of employment. In addition, employee handbook is available to all employees for clearer understanding and transparency towards the Group practice.

Benefits are an important part of a staff's compensation package. We offer a benefits package with choice and flexibility to meet the needs of all eligible staff and their family members.

Full time staff benefits include:



#### Health

- Employees are reimbursed for visits to General Medical Practitioners and Dental.
- Employees are covered under Hospitalisation and Surgical insurance.
- Dental benefits are also provided to the immediate family members of our employees.



#### Parental Leave

- Eligible staff is entitled to Maternity Leave, Paternity Leave, Shared Parental Leave, Childcare Leave, Extended Childcare Leave, Unpaid Infant Care Leave and Adoption Leave, where applicable.



#### Others

- Via tie-ups with a diverse group of merchants, our staff in Singapore are able to enjoy discounts and benefits from various retailers, food and beverage outlets, telecommunications companies, and health and wellness outlets.

### Diversity and Equal Opportunity

The most distinctive aspect of our workforce is its diversity. We believe in bringing together a team that reflects the demographics of the people we serve, as this enriches our organisational perspective and contributes towards the growth of our businesses.

We adopt a performance-based reward system where all employees will undergo an annual performance appraisal to review their performance and gather feedback. With the involvement of



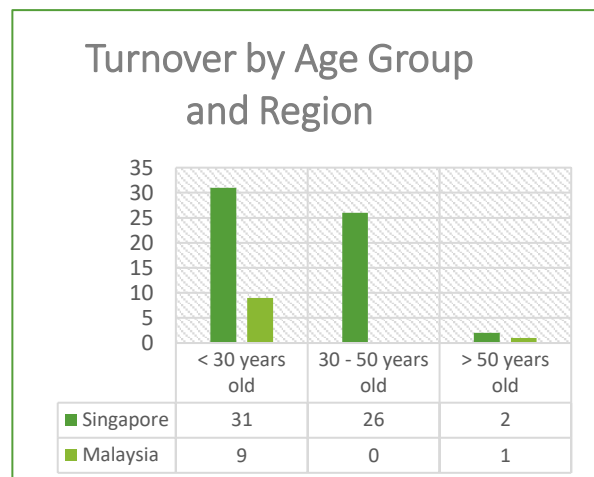
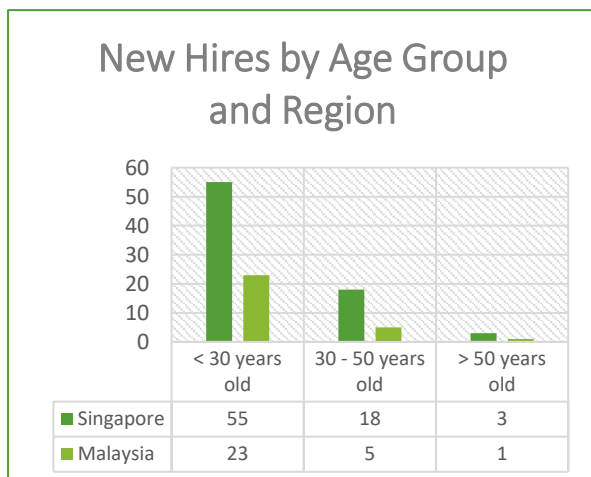
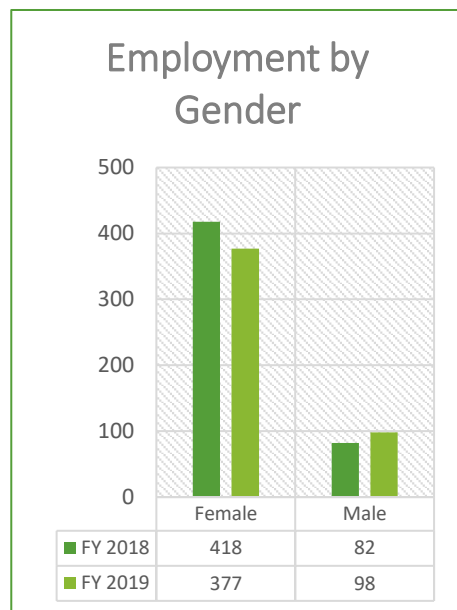
both the supervisor and staff, it allows a two-way communication on the performance, improvements to be made as well as the target setting for the upcoming year. Additionally, this also allows the management to identify suitable candidates for career progression within our Group.

We value and take our employees' feedback into consideration to make Q & M a better place to work. Therefore, we promote an inclusive workplace culture through various communication channels between employees and senior management to better understand the areas we need to improve on.

As at 31 December 2019, we have a total of 475 employees under our Singapore and Malaysia operations, including 98 males and 377 females. The chart on the right shows the changes in number of employees by gender in FY2018 and FY2019.

Our Group aims to eliminate discrimination on any grounds and promotes equal opportunities and a fair working environment. We have in place a Human Resource Policy which guides our employment practices through performance-based measures of evaluation and compensation based on the job performances.

In FY 2019, there were a total of 105 new hires and 69 number of resignees. We have in place exit interviews to seek a better understanding behind the reasons for leaving.



## Human Capital (Cont'd)

### Diversity and Equal Opportunity (Cont'd)

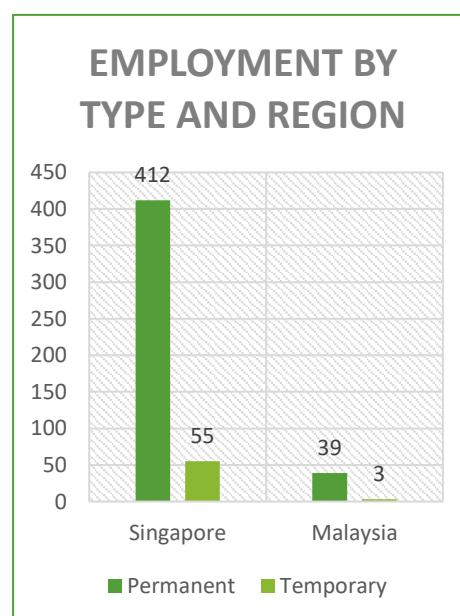
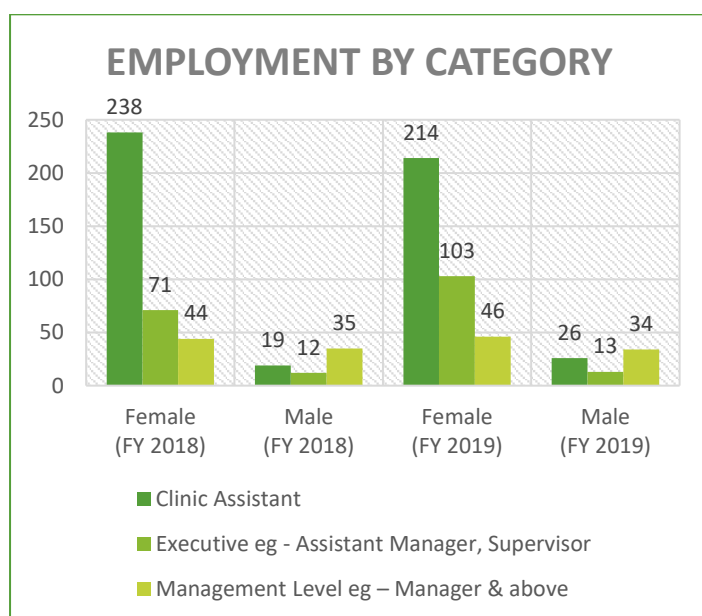
During the year, there were a total of 9 female and 2 male employees entitled to parental leave for our employees in the regions we operate. The total employee retention rate was 89% and 100% in Singapore and Malaysia respectively. The details are presented in the following charts:

Retention rates of employees that took parental leave by gender	FY 2018 (%)	FY 2019 (%)
Male	75%	89%
Female	100%	100%

In FY 2019, there were a total of 58 temporary employees out of total 451 employees. As part of the fair working environment practice, we ensure that our temporary employees are treated according the salary practices within the region we operate in.

### Employment by Category (Singapore)

	2018		2019	
	Female	Male	Female	Male
Clinic Assistant	238	19	214	26
Executives - Assistant Managers, Supervisors	71	12	103	13
Management - Managers & above	44	35	46	34



### Subsequent reporting for FY2020

Moving forward, our Group will continue to maintain and ensure equal opportunities and career progression to our employees.



## Human Capital (Cont'd)

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### Occupational Health and Safety

Q & M places a great emphasis on our employees' health and safety and ensuring a safe and conducive working environment for them is key to creating a more productive team which will in turn enhance our services and allow our patients to have a peace of mind while enjoying our facilities and services.

Q & M is committed to monitor and comply with government regulations in every jurisdiction which we operate in. We are subjected to government inspections at the countries we have operations in and adhere to the country's healthcare safety standards stipulated by the relevant authority. This includes Workplace Safety and Health Act by the Ministry of Manpower; Radiation Protection Act by the National Environment Agency; Guidelines for Prevention of Transmission of Blood Borne Infections; and various guidelines set out by the Ministry of Health, for e.g. on disposal of biohazardous wastes.

In order to comply with relevant laws, rules and regulations, our Group's Operations Taskforce have appointed dedicated personnel to monitor closely on the inspection and renewal of the applicable licenses of our equipment and facilities.

Our Group has implemented an incident and injury reporting mechanism which serves as a guideline for our employees to assess the severity of injuries for appropriate reporting, escalation, and appropriate medical care being made available to injured employees. These reports will allow us to proactively resolve hazards before tragic or costly incidents occur.

In addition, we have in place procedures for sterilisation of dental and medical equipment and apparatus to prevent the growth of bacteria on instruments and surfaces throughout the dental practice which protects our patients, dentists and the whole team. In view of this, we are putting in tight measures to ensure proper sterilization of instruments and materials procedures are in place across all our clinics.

In FY 2019, there were a total of 9 minor and non-fatal workplace accidents where clinic assistants suffered cuts and/or pricks by needles. In order to increase the safety awareness and to strengthen our incident mitigation efforts, our Group has taken immediate action such as reviewing and strengthening our procedures, implementing regular inspections on clinical equipment or instruments and sharing the incidents to all staff in regards to the precautionary measures.



#### Subsequent reporting for FY2020

Moving forward, we strive to enforce greater awareness to cultivate a stronger culture of safety enforcement amongst the employees and minimise number of reported workplace accidents.

## Human Capital (Cont'd)

### Training and Education

It is important to us that our employees continue to grow and learn as their competencies are fundamental to our operational effectiveness and competitive advantage. We aim to develop their potential to drive innovation and organisational excellence.

We will continue to invest in developing all employees through the specific knowledge and skills they need to perform their jobs. Q & M also provides training sponsorships and developmental support according to our employee's needs.

With our own education arm, Q & M Dental Institute ("QDI") continues to value add to the technical competencies and skills of our dentists through workshops, seminars and conferences.

To ensure quality service from our dentists, Q & M ensure that they meet the mandatory requirements under the Dental Registration Act and the Medical Registration Act respectively. Under Q & M, all dentists require to fulfil certain number of hours of Continuing Professional Education in order to proceed with their practicing certificates renewal. We encourage our support staff members such as clinic assistants and administrative staff to continuously upgrade their skillsets and develop professionally.

All new employees are required to attend a full two days training at our Group's flagship clinic located at City Square Mall. Thereafter, on-the-job trainings will be provided at the respective clinics which the employees are assigned to during their 3 months' probation. During the probation period, their performance and progression will be tracked and monitored by their immediate supervisors.

	Headcount	Training Hours
Clinic Assistant	175	2462
HQ Employee	16	187





Apart from that, our Group officially launched our very own Q & M College of Dentistry on 17 October 2019. As Singapore's first private dentistry institution, the Q & M College of Dentistry offers a two-year graduate diploma course with 9 modules covering courses in patient management & ethics in dentistry, orthodontics, implant dentistry endodontics, prosthodontics /restorative dentistry; CAD/CAM & digital dentistry, periodontics, oral & maxillofacial surgery and laser dentistry. The first cohort of 20 students, all of whom are from our Group, were enrolled in October 2019.

We have also launched the Q & M Dental Group Scholarship scheme in October 2019. We have committed to giving at least half a million dollars in scholarships to local dentistry students at the National University of Singapore every year. At this year's launch, we awarded scholarships to nine bright young students who are united in their passion for dentistry.

#### Subsequent reporting for FY2020

Moving forward, our Group will consistently review the training needs and courses of our dentists and employees to upgrade their capabilities and skillsets.

#### Socioeconomic Compliance

As a responsible and a leading provider of healthcare services, our Group is committed to work closely with government agencies and regulators to comply with the statutory and regulatory requirements in the regions that our Group operates.

In FY 2019, Q & M has no reported incident of non-compliance with socio-economic laws and regulations, including licensing, workplace safety and radiation protection, for which significant fines or non-monetary sanctions were issued in the region we operate in.

#### Subsequent reporting for FY2020

Moving forward, we aim to maintain this record for the future ahead by establishing the policies and processes have been set for compliance and adherence to national standards and regulations and other statutory requirements.



## Local Communities

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We believe that businesses should be conducted in a socially responsible way and this is done through our Corporate Social Responsibility (“CSR”) initiatives rolled out by our Group.

In November 2019, the Group participated in the community activities namely Together We RISE Community Carnival & Volunteers Day with Care Corner Singapore to raise awareness of underprivileged groups in the community and celebrate volunteerism as well as “Make A Wish 2019 – A Gift of Love!”, a Christmas event organised by Sengkang West Community in December 2019 for 200 needy families in their community.



*Kids' World 2019 - Nanyang Technological University, Welfare Services Club - Volunteer Movement*

During the year, the group has also collaborated with Nanyang Technological University’s Welfare Services Club for organizing a 3-day camp where participating children were able to learn about dental health through fun games and activities in NTU and Sentosa (KidZania). Total of 100 beneficiaries from CampusImpact (Yishun), Loving Heart Multi-service Centre, Lakeside Family Services Centre (Jurong East), Lakeside Family Services Centre (Jurong West) and Beyond Social Services (Lengkok Bahru) were invited for this meaningful event.



Additionally, the Group also sponsored dental kits for an overseas volunteer trip to Ben Tre, Vietnam organised by River Valley High School. This was an outreach trip aimed at reaching out to local primary school children in need and help improve the children's oral hygiene. Through the trip, students and teachers helped to improve the local children's oral hygiene by educating them on proper dental care.

*Overseas Values-in-Action trip to Vietnam - River Valley High School, JC1*

We were also involved in Project Cloud Nine, an overseas volunteer trip to Hue, Vietnam, organised by the OIKOS club from Singapore Management University's ("SMU") School of Economics. During the trip, the SMU students undertook small-scale infrastructure construction projects and conducted ad-hoc lessons on a range of topics, including dental hygiene, for local children.



*Project Cloud Nine - Singapore Management University, School of Economics (OIKOS)*

### Subsequent reporting for FY2020

Moving forward, we strive to extend our community reach and do our part as a corporate citizen not only locally, but regionally, for years to come.



## Innovation in Dentistry

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Innovation is the key to growth. Q & M believes that R&D and technology is fundamental to improve the standards of dentistry performance and methods.

During the year, our Group continue to thrust dentistry forward with the development of artificial intelligence (“AI”) technology that will enhance and bolster dental practice. Our Group is working on closely with AI Singapore and a team from the International Medical University in Malaysia, together with an internal team of about 35 experienced and highly qualified dentists since

early 2019. As this AI platform was built based on the combination of clinical data from Q & M and our collective expertise in diagnostics and treatment and the latest research in dentistry, we strongly believe that this AI platform will greatly assist our dentists to quickly and accurately identify a patient’s underlying condition, and subsequently suggest the most suitable treatment.

### Subsequent reporting for FY2020

Moving forward, we will continue to innovate and progress as our Group strive to remain at the forefront of dentistry practices.

## Our Patients, Our Approach

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### Patients’ Health and Safety

Patient’s health and safety always be the number one priority to us. We have implemented a set of comprehensive operating procedures to safeguard and improve the health and safety of our patients. We adhere to the guidelines on Good Distribution Practice Medical Device (GDPMD) for dental equipment and supplies and guidelines for assessing suppliers before placing them on the Approved Vendors List.



We will continue to manage and monitor the expiry dates of drugs and materials used at our clinics through our proprietary Clinic Management Software. In addition, all employees are required to use personal protective equipment to protect our patient against health or safety risk. Along with the proper sterilization of instruments and materials, monitoring of sterilisation equipment is an essential part of infection control program measures being practised across all clinics. In FY 2019, Q & M has no incident reported in non-compliances in relation to the health and safety standards.

### Subsequent reporting for FY2020

Moving forward, we aim to maintain zero incidents through consistent monitoring of health and safety measures while continuously seeking new ways to make our premises a safer environment for all.



## Our Patients, Our Approach (Cont'd)

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### Privacy Protection



Safety and security of personal data in an increasingly digital and connected world has become a key concern for our Group as well as our patients. We continue to invest in building the capacity of our internal operations to better protect customer personal data and privacy.

In alignment with the Personal Data Protection Act (“PDPA”) 2012, our Group have implemented a Personal Data Protection Policy (“PDPP”) which includes procedures on responsible data handling and authorised use of data collected. The PDPP protects personal data while enabling the use of patient’s data reasonably when serving the patient. A Data Officer is tasked with ensuring the compliance of our Group’s PDPP to relevant laws and regulations in the region we operate in, and to monitor and update the PDPP when required. The PDPP is available on Q & M’s website at [https://www.qandm.com.sg/Q & M-Dental-Group-Privacy-Policy](https://www.qandm.com.sg/Q&M-Dental-Group-Privacy-Policy).

Proper measures are implemented across all the clinics within our Group to ensure our patients personal data was well protected under our possession. Clinic system access is strictly granted to authorised personnel for confidential patient information. We have in place reminders for our employees to log off their computers if it is not in use and ensuring all computers have firewalls and anti-virus software installed.

There were a total number of six complaint concerning a breach of customer privacy raised by patients in FY 2019. The Group has followed up promptly with the complainant and relevant authority to address their concerns. The management will continue to monitor and take actions to prevent similar occurrences in future through improving internal reviews and internal memos containing reminder messages on the importance of data privacy protection to our employees.

#### Subsequent reporting for FY2020

Moving forward, we will continue to strive for excellence and be vigilant with the privacy of our patients. With the goal to reduce complaints and incidents with regard to customer privacy, we will also continue to strengthen our internal monitoring efforts by initiating group wide review on the Group’s information technology and cybersecurity measures.

## GRI Content Index

GRI Standard	Disclosure	Page Reference and Reasons for Omission, if applicable
<b>GENERAL DISCLOSURE</b>		
GRI 102: General Disclosures	<b>Organizational Profile</b>	
	102-1 Name of the organisation	Page 3
	102-2 Activities, brands, products, and services	Page 3
	102-3 Location of headquarters	Page 3
	102-4 Location of operations	Page 3
	102-5 Ownership and legal form	Page 3
	102-6 Markets served	Page 4
	102-7 Scale of the organisation	Page 4
	102-8 Information on employees and other workers	Page 16
	102-9 Supply chain	Page 6
	102-10 Significant changes to the organisation and its supply chain	No significant changes
	102-11 Precautionary principle or approach	Page 8
	102-12 External initiatives	Page 21
	102-13 Membership of associations	Page 7
	<b>Strategy</b>	
	102-14 Statement from senior decision maker	Page 1
	<b>Ethics and Integrity</b>	
	102-16 Values, principles, standards, and norms of behaviour	Page 4
	<b>Governance</b>	
	102-18 Governance structure	Page 8
	<b>Stakeholder Engagement</b>	
	102-40 List of stakeholder groups	Page 9
	102-41 Collective bargaining agreements	Our Group do not have bargaining agreements
	102-42 Identifying and selecting stakeholders	Page 10
	102-43 Approach to stakeholder engagement	Page 10
	102-44 Key topics and concerns raised	Page 10
	<b>Reporting Practice</b>	
	102-45 Entities included in the consolidated financial statements	Page 3
	102-46 Defining report content and topic boundaries	Page 3
	102-47 List of material topics	Page 10
	102-48 Restatements of information	Not applicable
	102-49 Changes in reporting	Not applicable
	102-50 Reporting period	Page 3
	102-51 Date of most recent report	Page 3
102-52 Reporting cycle	Page 3	
102-53 Contact point for questions regarding the report	Page 3	
102-54 Claims of reporting in accordance with the GRI Standards	Page 3	
102-55 GRI content index	Page 26	
102-56 External assurance	Page 3	

## GRI Content Index (Cont'd)

GRI Standard	Disclosure	Page Reference and Reasons for Omission, if applicable
<b>MATERIAL TOPICS</b>		
<b>Market Presence</b>		
GRI 103: Management Approach	103-1 Explanation of the material topic and its boundaries	Page 16
	103-2 The management approach and its components	
	103-3 Evaluation of the management approach	
GRI 202: Market Presence	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	
	202-2 Proportion of senior management hired from the local community	
<b>Indirect Economic Impacts</b>		
GRI 103: Management Approach	103-1 Explanation of the material topic and its boundaries	Page 24
	103-2 The management approach and its components	
	103-3 Evaluation of the management approach	
GRI 203: Indirect Economic Impacts	203-1 Infrastructure investments and services supported	
	203-2 Significant indirect economic impacts	
<b>Anti-Corruption</b>		
GRI 103: Management Approach	103-1 Explanation of the material topic and its boundaries	Page 11
	103-2 The management approach and its components	
	103-3 Evaluation of the management approach	
GRI 205: Anti-Corruption	205-1 Operations assessed for risks related to corruption	
	205-2 Communication and training about anti-corruption policies and procedures	
	205-3 Confirmed incidents of corruption and actions taken	
<b>Energy</b>		
GRI 103: Management Approach	103-1 Explanation of the material topic and its boundaries	Page 12
	103-2 The management approach and its components	
	103-3 Evaluation of the management approach	
GRI 302: Energy	302-1 Energy consumption within the organisation	
	302-2 Energy consumption outside of the organisation	
	302-3 Energy intensity	
	302-4 Reduction of energy consumption	
	302-5 Reduction in energy requirements of products and services	
<b>Water</b>		
GRI 103: Management Approach	103-1 Explanation of the material topic and its boundaries	Page 14
	103-2 The management approach and its components	
	103-3 Evaluation of the management approach	
GRI 303: Water	303-1 Water withdrawal by source	
	303-2 Water sources significantly affected by the withdrawal of water	
	303-3 Water recycled and reused	
<b>Emission</b>		
GRI 103: Management Approach	103-1 Explanation of the material topic and its boundaries	Page 12
	103-2 The management approach and its components	
	103-3 Evaluation of the management approach	
GRI 305: Emission	305-1 Direct (Scope 1) GHG emissions	
	305-2 Energy indirect (Scope 2) GHG emissions	
	305-3 Other indirect (Scope 3) GHG emissions	
	305-4 GHG emissions intensity	
	305-5 Reduction of GHG emissions	
	305-6 Emissions of ozone-depleting substances (ODS)	
	305-7 Nitrogen oxides (NOx), sulfur oxides (Sox), and other significant air emissions	

## GRI Content Index (Cont'd)

GRI Standard	Disclosure	Page Reference and Reasons for Omission, if applicable
<b>Effluents and Waste</b>		
GRI 103: Management Approach	103-1 Explanation of the material topic and its boundaries	Page 15
	103-2 The management approach and its components	
	103-3 Evaluation of the management approach	
GRI 306: Effluents and Waste	306-1 Water discharge by quality and destination	
	306-2 Waste by type and disposal method	
	306-3 Significant spills	
	306-4 Transport of hazardous waste	
	306-5 Water bodies affected by water discharges and/or runoff	
<b>Environmental Compliance</b>		
GRI 103: Management Approach	103-1 Explanation of the material topic and its boundaries	Page 15
	103-2 The management approach and its components	
	103-3 Evaluation of the management approach	
GRI 307: Environmental Compliance	307-1 Non-compliance with environmental laws and regulations	
<b>Employment</b>		
GRI 103: Management Approach	103-1 Explanation of the material topic and its boundaries	Page 16
	103-2 The management approach and its components	
	103-3 Evaluation of the management approach	
GRI 401: Employment	401-1 New employee hires and employee turnover	
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	
	401-3 Parental leave	
<b>Occupational Health and Safety</b>		
GRI 103: Management Approach	103-1 Explanation of the material topic and its boundaries	Page 19
	103-2 The management approach and its components	
	103-3 Evaluation of the management approach	
GRI 403: Occupational Health and Safety	403-1 Workers representation in formal joint management-worker health and safety committees	
	403-2 Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	
	403-3 Workers with high incidence or high risk of diseases related to their occupation	
	403-4 Health and safety topics covered in formal agreements with trade unions	
<b>Training and Education</b>		
GRI 103: Management Approach	103-1 Explanation of the material topic and its boundaries	Page 20
	103-2 The management approach and its components	
	103-3 Evaluation of the management approach	
GRI 404: Training and Education	404-1 Average hours of training per year per employee	
	404-2 Programs for upgrading employee skills and transition assistance programs	
	404-3 Percentage of employees receiving regular performance and career development reviews	

## GRI Content Index (Cont'd)

GRI Standard	Disclosure	Page Reference and Reasons for Omission, if applicable
<b>Diversity and Equal Opportunity</b>		
GRI 103: Management Approach	103-1 Explanation of the material topic and its boundaries	Page 16
	103-2 The management approach and its components	
	103-3 Evaluation of the management approach	
GRI 405: Diversity and Equal Opportunity	405-1 Diversity of governance bodies and employees	
	405-2 Ratio of basic salary and remuneration of women to men	
<b>Local Communities</b>		
GRI 103: Management Approach	103-1 Explanation of the material topic and its boundaries	Page 22
	103-2 The management approach and its components	
	103-3 Evaluation of the management approach	
GRI 413: Local Communities	413-1 Operations with local community engagement, impact assessments, and development programs	
	413-2 Operations with significant actual and potential negative impacts on local communities	
<b>Customer Health and Safety</b>		
GRI 103: Management Approach	103-1 Explanation of the material topic and its boundaries	Page 24
	103-2 The management approach and its components	
	103-3 Evaluation of the management approach	
GRI 416: Customer Health and Safety	416-1 Assessment of the health and safety impacts of product and service categories	
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	
<b>Customer Privacy</b>		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundaries	Page 25
	103-2 The management approach and its components	
	103-3 Evaluation of the management approach	
GRI 418: Customer Privacy	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	
<b>Socioeconomic Compliance</b>		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundaries	Page 21
	103-2 The management approach and its components	
	103-3 Evaluation of the management approach	
GRI 419: Socioeconomic Compliance	419-1 Non-compliance with laws and regulations in the social and economic area	