



SUSTAINABILITY REPORT 2020

Q & M Dental Group (Singapore) Limited

CONTENTS

Letter from Chairman	01
About This Report	03
Business in Brief	04
Sustainability Governance at Q & M	10
Stakeholder Engagement	11
Materiality Assessment	13
Anti-Corruption	14
Our Environmental Footprint	15
Human Capital	20
Local Communities	28
Innovation in Dentistry	30
Our Patients, Our Approach	31
GRI Content Index	33

LETTER FROM CHAIRMAN



Dear Valued Stakeholders,

2020 was an eventful year. COVID-19 brought into focus the importance of sustainability, and we took this opportunity to transform and to emerge stronger despite the challenging climate. Our commitment towards sustainable business practices remains constant and we continue to drive sustainable growth through a focus on key areas surrounding Environmental, Social and Governance (“ESG”) factors.

On behalf of the Board of Directors of Q & M Dental Group (Singapore) Limited (the “Board”), I am pleased to present our fourth sustainability report which sets out our sustainability principles and initiatives. At Q & M Dental Group (Singapore) Limited and its subsidiaries (the “Group”, “we”, “our” or “Q & M”), we have incorporated key tenets of sustainability surrounding environment, social and governance aspects into our strategic business plan and how we conduct our business.

Quality, Innovation and Progress

As the leading private dental healthcare organisation in Asia, we place great emphasis in improving the quality of dental healthcare and in developing a resilient and sustainable future for our Group within this industry. In support of this, we have aligned our business practices to sustainable goals such as the development of artificial intelligence (“AI”) to improve data diagnosis and automate processes as well as building the pipeline of dental surgery assistants through a Place and Train Programme supported by Workforce Singapore.

COVID-19

It is important to be adaptable to the increased volatility and corporate landscape particularly during COVID-19 pandemic. Our first priority was the safety of all patients and employees and we had implemented tighter access and strict infection control protocols in accordance with and even above and beyond government advisories and regulations in both medical clinics and dental clinics.

Next, it is important for us to step up and do our part by providing an essential capability to Singapore in its fight against COVID-19. Hence, we have entered into a joint venture agreement with Dr Ong Siew Hwa, Ms Zeng WeiYi, and Acumen Holdings for the formation of Acumen Diagnostics Pte. Ltd. in April 2020, which allows us to provide availability of good quality performing test kits for Singapore.

Besides delivering the safe and quality dental healthcare services and supporting Singapore in its fight against COVID-19, we believe in supporting our front-line healthcare workers as well as our community in Singapore through donation of surgical masks and volunteering to administer swab tests at various factory converted foreign worker dormitories and quarantine facilities.

LETTER FROM CHAIRMAN

Appreciation

On behalf of our Group, we would like to extend our deepest gratitude and sincere appreciation to our stakeholders who have been with us throughout the sustainability journey especially during the COVID-19 pandemic. To express our appreciation towards the support from our stakeholders, our Group aspires to deliver regular dividends from now onwards whenever possible. We believe that there is much to look forward to in the near future and we will emerge from this crisis ready and stronger.

Mr Narayanan Sreenivasan @ N Sreenivasan

Independent Non-Executive Chairman

ABOUT THIS REPORT

Our report has been prepared 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.

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. In our fourth report, we continue to discuss and explore our Group’s achievements and performance towards the 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 environmentally friendly practices, we will not be printing this report and an electronic copy of this report is available for download from our website: www.QandMDental.com.sg.



Reporting Boundaries and Standards

- **Materiality:** Focusing on issues that impact business growth and are utmost importance to stakeholders
- **Stakeholder Inclusiveness:** Responding to stakeholder expectation
- **Sustainability Context:** Presenting performance in the wider context of sustainability
- **Completeness:** Including all information that is of significant economic, environment and social impact to enable stakeholders to assess our Group's performance



Reporting Period and Scope

- This report covers data and information from 1 January 2020 to 31 December 2020 (“FY2020”) across 117 dental outlets, 5 medical clinics, 2 dental supplies and equipment distribution companies, 1 dental laboratory and 1 COVID-19 test laboratory across Singapore, Malaysia and the People’s Republic of China (“PRC”).



Accessibility and Feedback

- 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.

BUSINESS IN BRIEF

About Q & M

Q & M DENTAL GROUP

Established in 1996 and listed on the mainboard of Singapore stock exchange since 2009, Q & M is a leading private dental healthcare group in Asia with an extensive number of private dental clinics in Singapore.

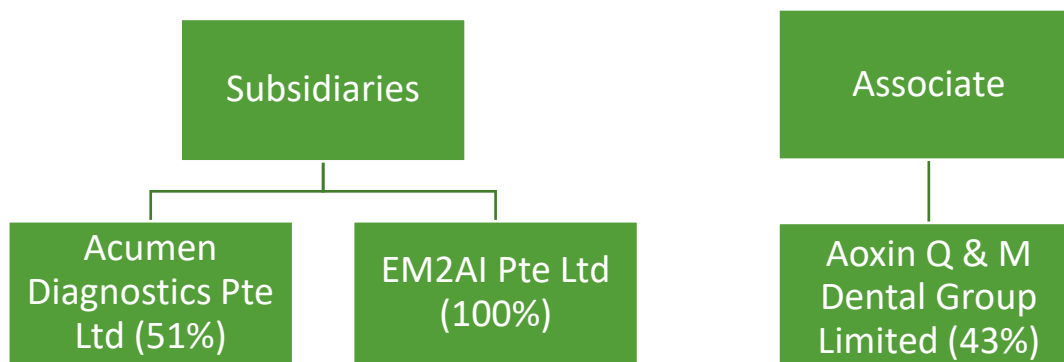
Today, we continue to expand our network organically in Singapore, Malaysia, and PRC as well as focusing on the clinical laboratory testing services for COVID-19 in Singapore and manufacturing, sale and distribution of diagnostic test kits for COVID-19 in Singapore and overseas through Acumen Diagnostics Pte Ltd (“Acumen”).

Acumen had obtained the Healthcare Institution License issued by the Ministry of Health in September 2020 to offer clinical laboratory testing services for COVID-19, and had contributed in Singapore’s national efforts in COVID-19 testing and contact tracing. Acumen’s proprietary SARS CoV-2 RT-PCR test kit, Acu-Corona® 2.0, which has received Singapore Health Sciences Authority’s (HSA) Provisional Authorisation for clinical use in March 2020, are used in several countries including Singapore, Malaysia and Indonesia, contributing to the COVID-19 testing in these countries.

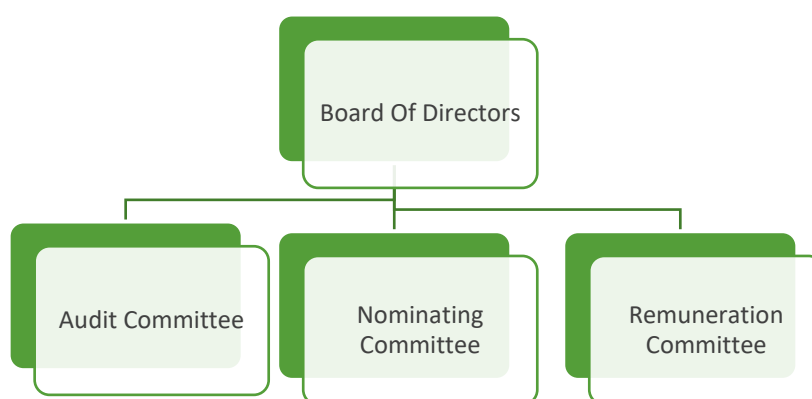
FY2020 Numbers for Q & M Dental Group					
 83 5 Dental Clinics Medical Clinics		 34 Dental Clinics		 1 Dental Clinic	
 1 1 Dental Laboratory COVID-19 Testing Laboratory		 1 1 Singapore Malaysia Distribution of Dental Equipment and Supplies		 1 Dental College	
 230 432 Dentists Clinical and Administrative Personnel			 52 130 Dentists Clinical and Administrative Personnel		

BUSINESS IN BRIEF

Subsidiaries and Associate



Organisation Chart - Board



SINGAPORE

As at 31 December 2020, our Group has 83 outlets, which included the 5 new dental clinics located at River Valley, Ang Mo Kio, Sembawang Way, Geylang and Woodland Square. With the tremendous support of more than 230 experienced dentists and nearly 400 clinical and administrative staff, we can reach out to more than 600,000 patients within Singapore.

MALAYSIA

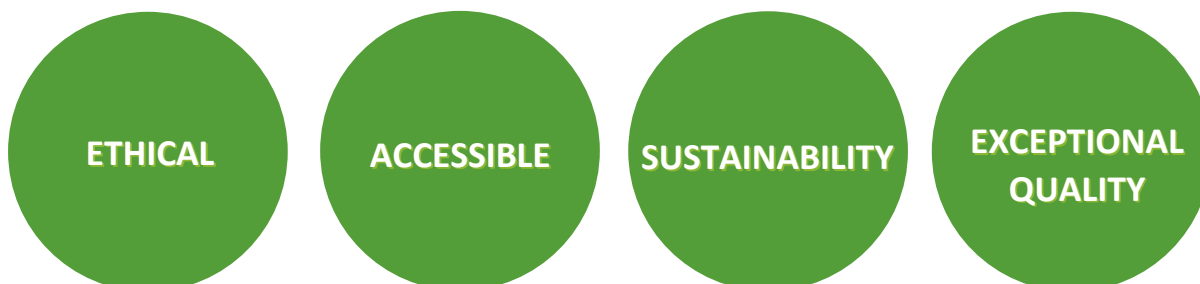
Our Group currently has 34 clinics across the Malaysia, including 3 newly opened dental clinics in Tangkak, Yong Peng and Masai which are handled by the devoted team of 52 dentists and 130 clinical and administrative staff to provide quality services across various states including Johor, Kuala Lumpur, Selangor and Malacca.

BUSINESS IN BRIEF

OUR VISION

To be the leading private Healthcare Group in the Region

OUR MISSION



OUR PHILOSOPHY

Confucian philosophy of 修身齐家治国平天下

OUR CORE VALUES

修身
齐家
治国
平天下

Improving oneself

Unity and alignment of the Q & M family

Corporate and stakeholders' interests are aligned

Everyone is well-treated

Dentists' Perspective	Nurses' Perspective	Business Administrators' Perspective
<ul style="list-style-type: none">•修身 - To upgrade the clinical skillsets and provide consistent treatment through Artificial Intelligence technology•齐家 - Work with nurses as a team to manage business units•治国 - Follow management's instruction and comply with guidelines by Ministry of Health and SGX•平天下 - Provide ethical treatment plan to patients	<ul style="list-style-type: none">•修身 - Keep abreast with technical knowledge to assist dentists•齐家 - Respect colleague and help each other during work•治国 - Follow management's guidelines•平天下 - Assist dentists during work	<ul style="list-style-type: none">•修身 - Strives for knowledge, continual improvement, and excellence•齐家 - Unity and alignment of the Q & M family•治国 - Comply with the rules and regulations set out by the relevant authorities as well as our Group's internal protocols•平天下 - Building the Q & M brand with quality, excellence, and value

BUSINESS IN BRIEF

Managing Our Supply Chain

Amidst the COVID-19 pandemic which has brought an unprecedented impact on the global supply chain, we strive to ensure a sustainable supply chain through maintaining relationships with our reputable suppliers and partners to respond swiftly to our shared challenges. In managing our supply chain, we are focusing on 3 main areas:

FOCUS AREA #1: SUSTAINABLE SOURCES

We are committed to identifying sustainable sources for our key material categories. During the beginning of COVID-19 outbreak from January to March 2020, we experienced severe disruption in the supply of personal protective equipment, especially for healthcare grade masks. With our wide range of suppliers available, we managed to procure from alternative suppliers across various geographical regions. Our Group has our own dental equipment and supplies distribution company, Quantumleap Healthcare Pte Ltd (“Quantumleap”) which has engaged several local and overseas suppliers to ensure sustainable sources.

In FY2020, Quantumleap has entered into long-term distribution agreements with The Straumann Group from Switzerland and Osteopore International Pte Ltd from Singapore for supplies of dental equipment. Currently, our Group has 36 suppliers from Germany, Italy, Switzerland Japan, USA, Denmark, Malaysia, China, France and Norway, and 4 suppliers in Singapore to support our supply chain.

FOCUS AREA #2: SUPPLY CHAIN ASSURANCE

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.

FOCUS AREA #3: ENVIRONMENTAL IMPACT

As part of our continuous engagement with our network of suppliers, we encourage them to have 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.

BUSINESS IN BRIEF

Awards and Accolades

Our professional team is committed to deliver patient's satisfaction by providing 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 several certifications and accolades even during the hard times amidst the pandemic. Each of these achievements recognises our team's commitment to excellence.

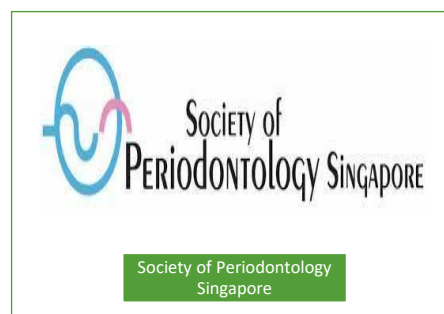
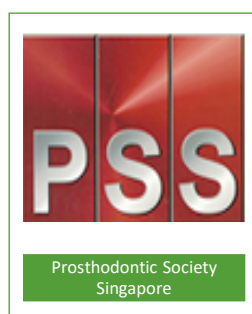
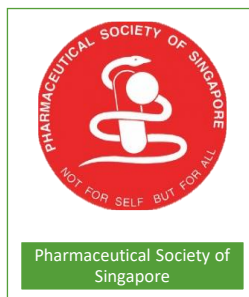
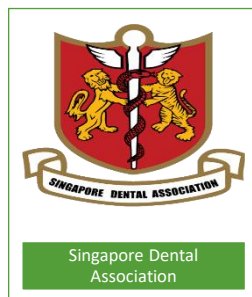
During the year, our Group was conferred the following recognition:



BUSINESS IN BRIEF

Membership of Association

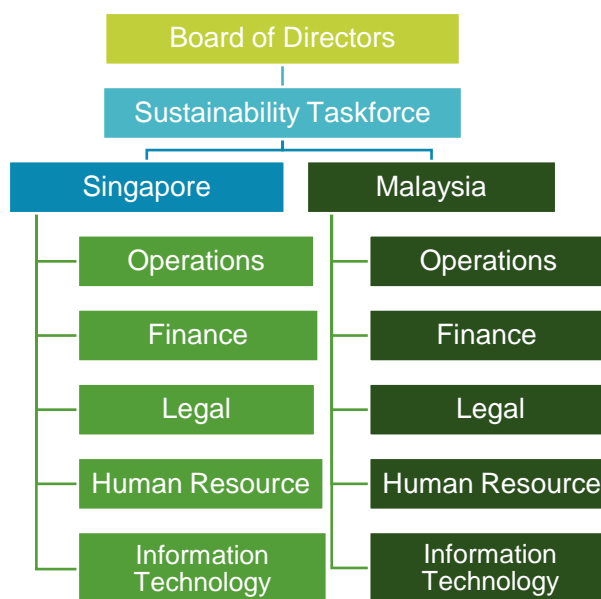
Our Group and staff are members of the following organisations and associations:



OTHER KEY MEMBERSHIPS

Singapore-Liaoning Economic and Trade Council	Chartered Public Accountants (Australia)
Singapore-Shandong Economic and Trade Council	Institute of Singapore Chartered Accountants
Guangzhou Singapore Business Council	Association of Chartered Certified Accountants (UK)
Sichuan Singapore Business Council	Singapore Institute of Directors
Society of Endodontists Singapore	Singapore Business Federation
Association of Oral & Maxillofacial Surgeons Singapore	Singapore Chinese Chamber of Commerce & Industry

SUSTAINABILITY GOVERNANCE AT Q & M



With the support of the Board, Sustainability Taskforce (“Taskforce”) is dedicated to upholding the highest standards of corporate governance, professional business conduct, integrity and commitment across all levels of our organisation and thus enhancing long-term value for our stakeholders.

Under the lead of Group Chief Operating Officer, our Sustainability Taskforce (“Taskforce”), comprising of more than 20 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 adheres to the principles and guidelines of the Code of Corporate Governance 2018. The management also monitors the changes and updates on other regulations, notices, circulars, and guidelines that may be released by the SGX-ST from time to time and seek regulatory guidance where necessary.



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 is 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 maintain zero-reported malpractices through the strict upholding of honourable business practices and integrity business decisions.

MATERIALITY ASSESSMENT

Our Group engages the stakeholders through the following platforms on a regular and as-needed basis

Stakeholder Group	Key Topics
Patients 	<ul style="list-style-type: none"> ○ Annual report ○ Service quality feedback ○ Customer loyalty program ○ Membership card ○ Treatment with artificial intelligence technology
Dentists 	<ul style="list-style-type: none"> ○ Training conducted by Q & M College of Dentistry and Q & M Dental Institute ○ Engagement arrangement
Dentists support team 	<ul style="list-style-type: none"> ○ Performance appraisal system ○ Training and skill upgrading ○ Job briefing ○ Staggered working hours
Recruitment, retention and expansion team 	<ul style="list-style-type: none"> ○ Business expansion ○ Recruit doctors for clinic expansion
Shareholders and investors 	<ul style="list-style-type: none"> ○ SGX half-yearly announcements ○ Annual reports ○ Investor relations management ○ Annual/Extraordinary general meeting
Governments and Regulators 	<ul style="list-style-type: none"> ○ SGX half-yearly announcements ○ Annual reports ○ Sustainability reporting ○ Ongoing dialogue
Community 	<ul style="list-style-type: none"> ○ Engagement in community services ○ Social media ○ Environmental concerns

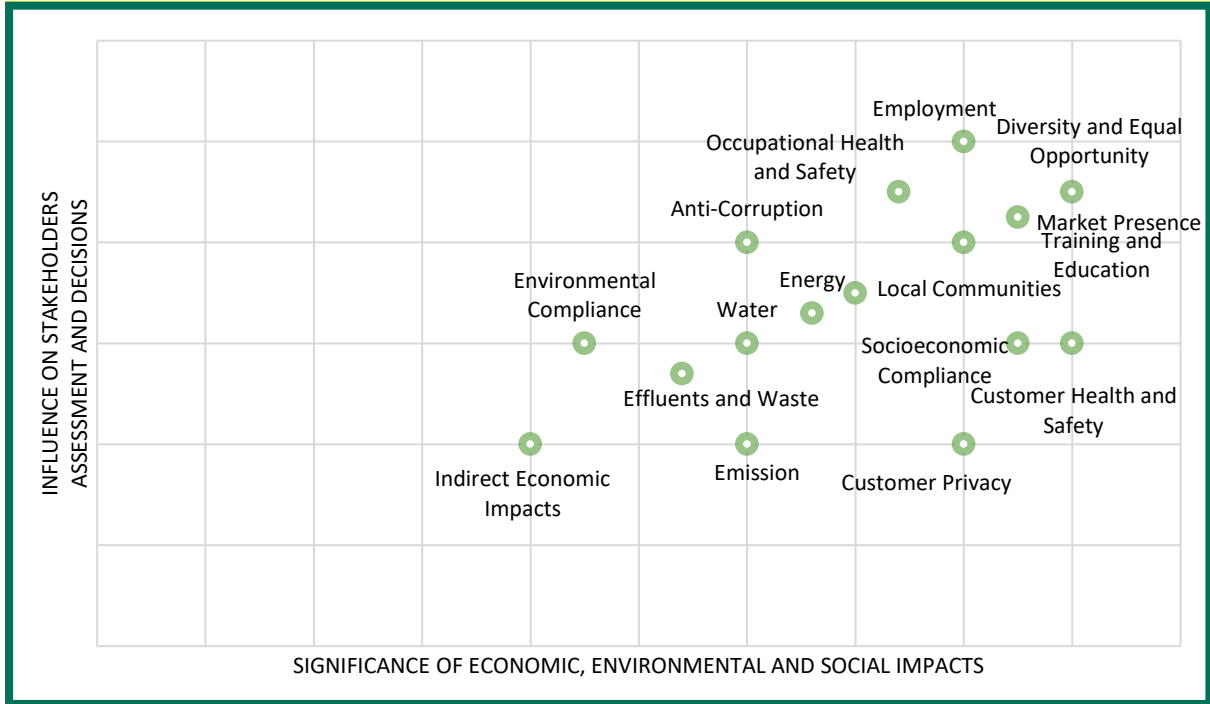
MATERIALITY ASSESSMENT

Stakeholder Group	Key Topics
<p>Suppliers</p> 	<ul style="list-style-type: none">○ Supplier quality assurance○ Pricing and payment terms
<p>Corporate Social Responsibility Committee</p> 	<ul style="list-style-type: none">○ Volunteer to administer COVID-19 swab test○ Mask and Personal Protection Equipment donation○ School kits donated for underprivileged children○ Provision of free wisdom tooth surgery for foreign domestic workers

MATERIALITY ASSESSMENT

After gathering the feedback from our internal and external stakeholders, the Taskforce had re-assessed the materiality of each topic 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:

- Market Presence
- Indirect Economic Impacts
- Anti-Corruption

Economic

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

Environmental

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

Social

MATERIAL TOPICS

Anti-Corruption

Anti-corruption remains a key component of our Group and we maintain a “zero tolerance” and strict stance against corruption, dishonesty and fraud. We strive to ensure all our employees comply with all the applicable regulations for prevention of corruption. 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.

Our Group has designated a Legal Counsel who is also a compliance officer to oversee the implementation of the Prevention of Corruption policy established. 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 AC members. Should there be a substantiated case, disciplinary actions will be taken accordingly.

In September 2020, our Group had discovered a case relating to the misappropriation of company’s funds which involved two employees from our Group’s clinics in Johor, Malaysia. A police report has been lodged immediately following the discovery of the incident and the investigation is still ongoing as at the date of report publication.

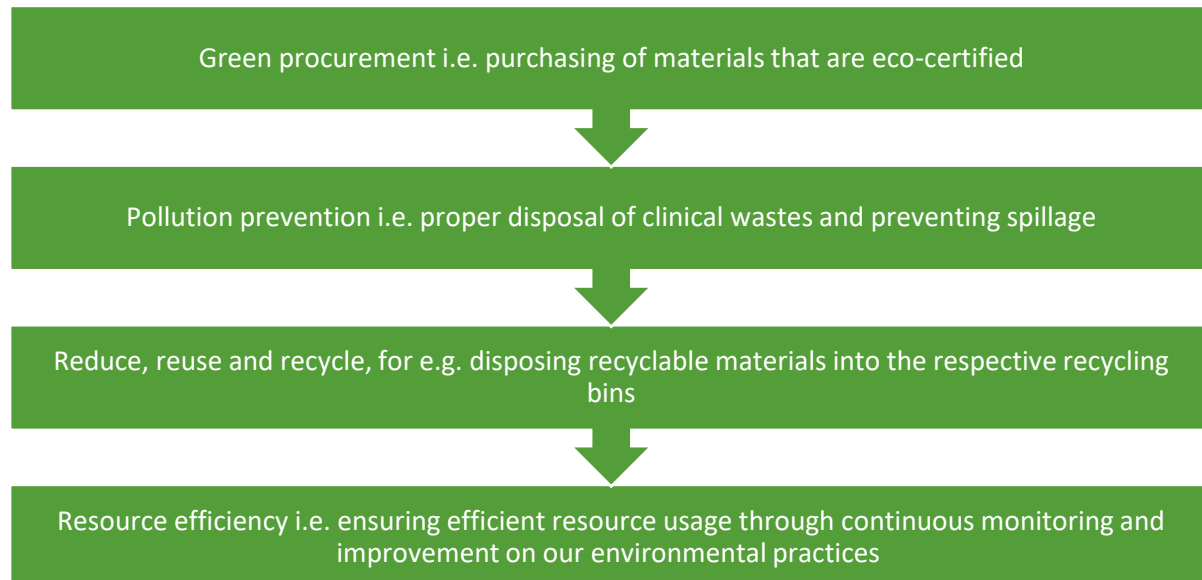
Subsequent reporting for FY2021

Moving forward, our Group seeks to do our utmost to achieve zero reported whistleblowing, dishonesty and fraud 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.

MATERIAL TOPICS

Our Environmental Footprint

As we expand our global footprint, we continue to advocate the minimisation of environmental impact by conserving energy and water, and to increase recycling activities. We have implemented a framework consisting of 4 pillars to guide our Group.



“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.
- 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.

- Reduce printing of hard copies in day-to-day operations; transmission and communication of information to be done via soft copies instead.

MATERIAL TOPICS



- 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.
- 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.

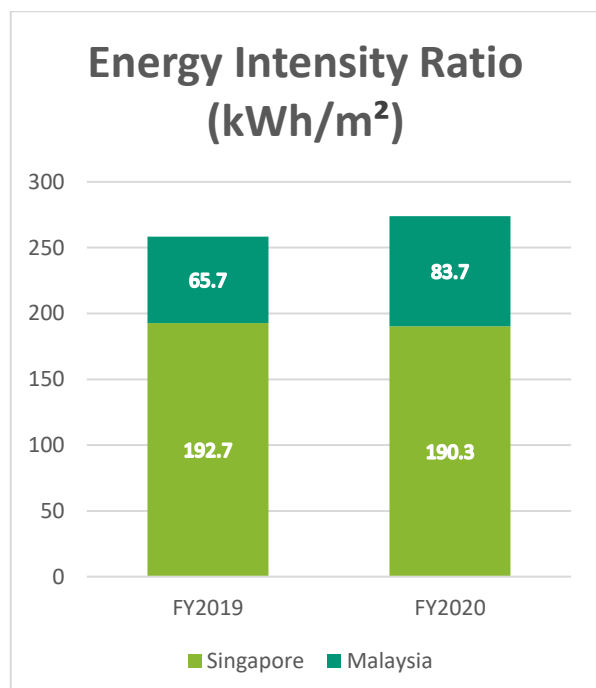
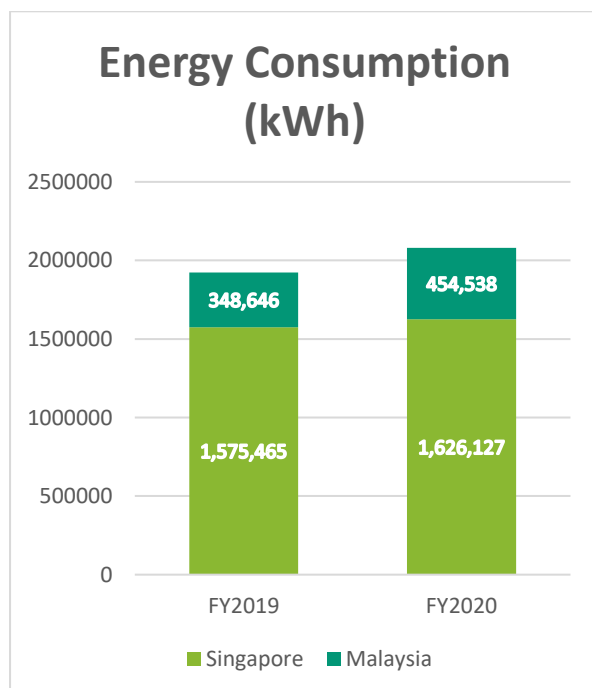
MATERIAL TOPICS

Energy and Emission

In line with our Framework and 4 pillars, we have established an Environmental Policy which underlines our commitment towards environmental sustainability and importance of our role in minimising our environmental footprint.

In FY2020, we have consumed a total of approximately 1,626,127 kWh and 454,538 kWh of electrical energy in Singapore and Malaysia respectively. This represented approximately 3% and 30% of increase in energy consumption compared to the previous year which was mainly attributable to the expansion of dental clinics in both Singapore and Malaysia. Nevertheless, to achieve environmental sustainability, we are committed to monitor and 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

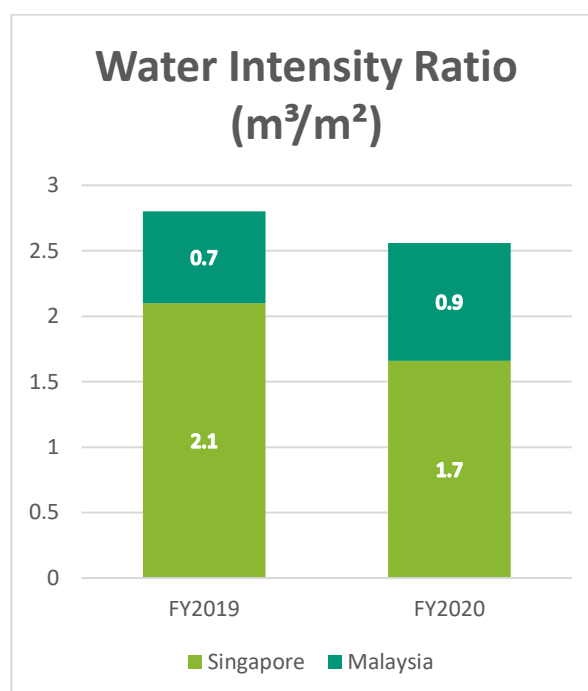
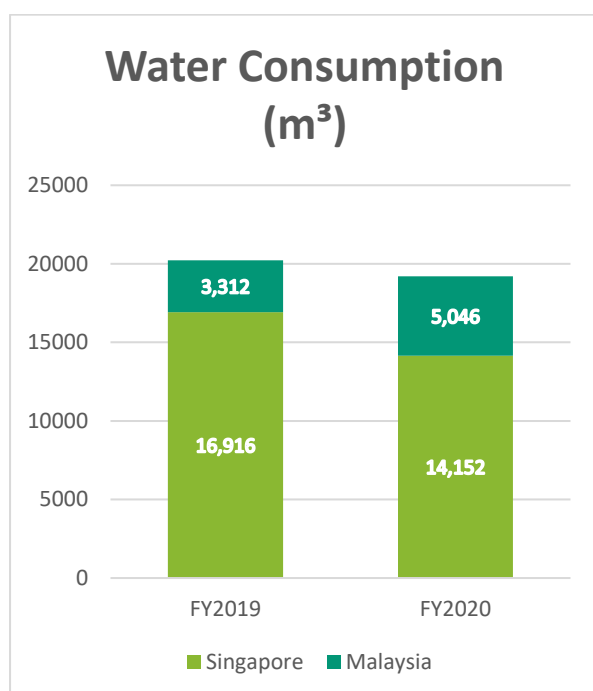


MATERIAL TOPICS

Conserving Water

Water is a natural resource that we highly value and use with the utmost efficiency. Q & M's water consumption in FY2020 has decreased by 16% in Singapore as a result of water conservation initiatives that our Group has put in place while clinics in Malaysia have recorded an increase of 52% in water consumption during the financial year which was mainly due to the opening of the new dental 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



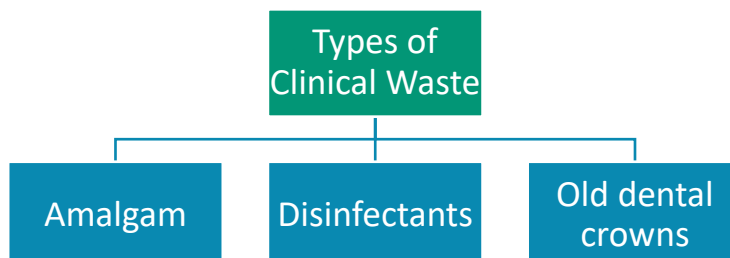
Subsequent reporting for FY2021

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

MATERIAL TOPICS

Effluents and Waste Management and Environmental Compliance

As a dental group with a combined total of more than hundred clinics across Singapore and Malaysia, we handle different types of clinical waste daily and it is important that our waste management process is conducted under a safe and sustainable manner. In our move towards digital dentistry, hazardous waste produced from analog x-rays will no longer be relevant to us. The types of clinical waste which are handled by our Group are as follows:



In addition to waste disposal management, we strive to manage the waste generated from our daily operation by using digital impression instead of traditional alginate and silicone impression material which generate lesser and environment-friendly waste materials.

We engage licensed waste disposal suppliers who are on NEA's approved list of medical waste contractors to collect and dispose sharps and biohazardous waste and ensure that these suppliers adhere 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 suppliers, refrigerated storage areas/units were installed at all new clinics to store the clinical waste safely prior to collection for disposal.

As at 31 December 2020, our Group has yet to implement tracking mechanism to measure the quantity of clinical waste disposed. However, the suppliers we engaged have a proper system in place to collate data on the amount of waste collected for analysis and we will ensure all the defective ionising radiation irradiating apparatus are properly returned to the equipment supplier/distributor for proper disposal.

In FY2020, we are pleased to announce that there was no reported non-compliance with regulations relating to disposal of hazardous and non-hazardous waste.

Subsequent reporting for FY2021

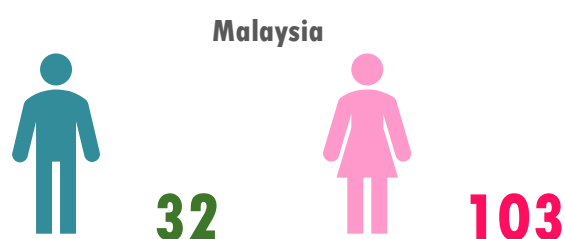
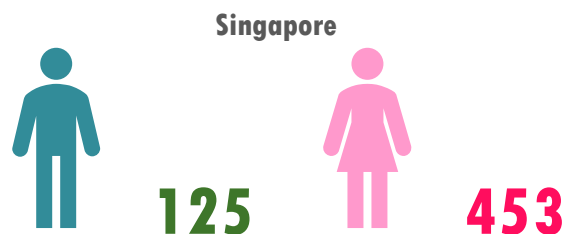
Moving forward, we will continue to monitor the efficiency of clinical waste disposal and look for more sustainable alternatives. We also strive to ensure that our suppliers continue to perform and deliver services that are in line with our expectations and criteria.

MATERIAL TOPICS

Human Capital

Employment Practices

WORKFORCE BY GENDER IN SINGAPORE AND MALAYSIA



With a total staff strength of 713 employees across Singapore and Malaysia, our people are one of the key factors to our success as a Group. We are committed towards a fair and inclusive workplace that supports local employment in Singapore and Malaysia. In keeping with our organisational values of promoting an inclusive culture, we continue to adopt the five principles of Singapore’s 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 our 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.

MATERIAL TOPICS

Full time staff benefits

- 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.

Health



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

Parental Leave



- 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.

Others



Diversity and Equal Opportunity

We advocate equal opportunities for recruitment and career progression through meritocracy which allows judgement on employees solely based on their efforts, skills, abilities, and performance, regardless of gender, race, class, nationality, or sexual orientation. All employees will undergo an annual performance appraisal with their reporting supervisor to review their performance and gather feedback. To ensure effective performance appraisal, we have included key performance indicators such as job skills, communication skills, initiative, teamwork, integrity, loyalty, and attributes to help with the assessment. This also 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.

Our recruitment process and performance appraisal are fair and just. We do not discriminate against race, age, gender, religion or nationality and always hire and promote staff based on aptitude. 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.

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.

In FY 2020, there were a total of 77 temporary employees out of total 713 employees. As part of the fair working environment practice, we ensure that our temporary employees are treated in accordance with salary practices in the region we operate in.

During the year, there was a total of 10 female and 4 male employees entitled to parental leave for our employees in the regions we operate and the total retention rate for employees who had utilised their parental leave was 70% and 50% for female and male employees respectively.

MATERIAL TOPICS

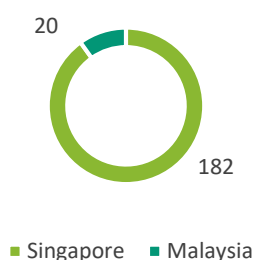
Parental Leave Disclosure

Disclosure	Male	Female	Total
Number of team members entitled to parental leave	4	10	14
Number of team members who took parental leave	4	10	14
Number of team members who returned to work after parental leave ended	2	7	9
Number of team members who returned to work after parental leave ended and were still employed after 12 months	2	7	9
Return to work rate (%)	50%	70%	60%
Retention rate (%)	50%	70%	60%

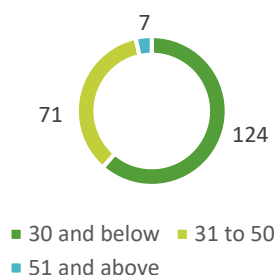
Employment by Category (Singapore)

Category	2019		2020	
	Male	Female	Male	Female
Clinic Assistant	26	214	37	295
Executives - Assistant Managers, Supervisors	13	103	22	79
Management - Managers & above	34	46	53	60

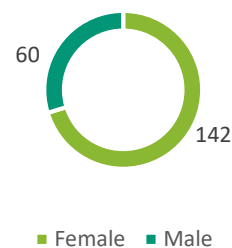
New Staff by Region in FY2020



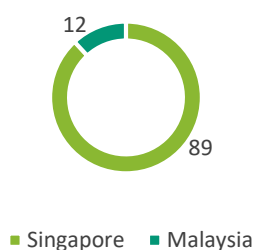
New Staff by Age Group in FY2020



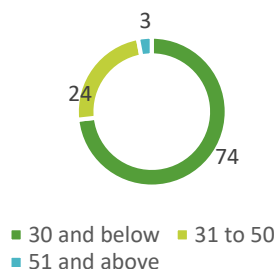
New Staff by Gender in FY2020



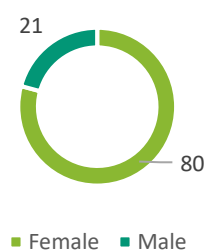
Number of Resignees by Region in FY2020



Number of Resignees by Age Group in FY2020



Number of Resignees by Gender in FY2020



Subsequent reporting for FY2021

Moving forward, we target to maintain our track record of zero incidents of reported discrimination and continue to maintain our culture of promoting diversity and equal opportunity.

MATERIAL TOPICS

Occupational Health and Safety

Q & M places 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 our effort to safeguard our stakeholders such as employees and patients from COVID-19, we have implemented several Safe Management Measures in compliant to the government's regulations such as safe distancing in clinics and offices, employees and patients are to check in via TRACE Together App, screen body temperature and wear mask at all times. In addition, we have placed sanitisers as well as air purifiers within the clinics to reduce the risk of virus transmission. On top of that, we have gone extra miles to protect our patients by placing aerosol suction machines by chair side to minimise aerosol production during dental treatment. Our dentists and clinic staff are equipped with appropriate Personal Protection Equipment such as hair caps, surgical or N95 mask, face shield, gowns and gloves to ensure safe contact with patients.

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 place tight measures to ensure proper sterilization of instruments and materials procedures are in place across all our clinics.

In FY2020, there were 3 minor and non-fatal workplace accidents where clinic assistants suffered cuts and/or pricks by needles. The total of 3 minor and non-fatal workplace accidents represent a decrease from 9 cases in the previous financial year, which indicated that safety awareness among employees had improved. However, we aim to achieve zero reported workplace accident. In order to increase the safety awareness and to strengthen our incident mitigation efforts, our Group will continue to review and strengthen our procedures, and implement regular inspections on clinical equipment or instruments and sharing the incidents to all staff in regards to the precautionary measures. We are glad to announce that our Group once again achieved zero fatalities and suffered no casualty from COVID-19 during FY2020.

MATERIAL TOPICS

Subsequent reporting for FY2021

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

MATERIAL TOPICS

Training and Education

In order to achieve long term sustainability, it is important to enhance employees’ competencies and knowledge as these are fundamental to our operational effectiveness and competitive advantage. We aim to raise the professionalism of team members and groom the future leaders.

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. Due to the COVID-19 pandemic and the need for strict adherence to regulated and stringent safe distancing measures, our employees were unable to attend physical courses or training and hence we have been actively exploring several new training approaches to continue providing learning opportunities to team members. During the financial year, we have provided various trainings in a hybrid of physical and virtual forms for employees in both Singapore and Malaysia.

Singapore	Malaysia
Workshop on Google Ads (AdWords) Search Engine Marketing (SEM) and Display (PPC) Certification Course by Equipnet Academy	Integrated Dental Management System (IDMS) training
Covid-19 Webinar by Mckinsey	Disinfections Control
Cybint Cyber Security Protection (CSPC) Programme by NTUC	Clean the Chair and Suctions' Filters
Certificate in IT Infrastructure support by TMC	Sanitise the Clinics
Q & M Mask Selling Training	Maintenance of Handpieces
Place-and-Train (PnT) programme	

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.

We strive to upskill our dentists, especially the newly recruited postgraduate dentists who lacking practical experience, through our education arms which are Q & M College of Dentistry and Q & M Dental Institute from time to time. With the assistance of our education arms, we are able to coach the future generation of dentists and align the dentists’ skill set, thus, providing sustainable, consistent and high quality treatment outcome.

Through the Place-and-Train Programme to hire and train Dental Surgery Assistants, we will be able to enhance the Dental Surgery Assistants’ skill sets which will value-add to the treatment provided to patients.

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.

MATERIAL TOPICS

Average hours of training by gender

Disclosure	Male	Female
Total number of training hours provided to employees (hours)	483.5	1,786
Total number of employees	183	436
Average training hours per employee (hours)	2.64	4.10

Average hours of training by employee category

Employee Category	Headcount	Training Hours
Clinic Assistant	403	1,760
HQ Employee	216	509.5



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.

Through the Q & M Dental Group Scholarship scheme launched in October 2019, our Group has awarded scholarships to nine bright young students pursuing undergraduate and postgraduate studies in Faculty of Dentistry.

Subsequent reporting for FY2021

Moving forward, we plan to roll out SkillsFuture or WDA-accredited DSA training programs. In addition, our Group will consistently review the training needs and courses of our dentists and employees to upgrade their capabilities and skillsets.

MATERIAL TOPICS

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.

However, in FY2020, Ministry of Health had levied a S\$1,000 fine each to 2 dentists of our Group for carrying out non-urgent dental treatments as defined by the Ministry of Health during Circuit Breaker. Corrective actions had been taken following the incident where fine was paid by the respective clinics. Apart from that, 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 FY2021

Moving forward, we hope to maintain the target of zero incidents reported to uphold good governance practice and comply with laws and regulations.

MATERIAL TOPICS

Local Communities

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 view of the Covid-19 outbreak, our Group had donated 50,000 surgical masks and hand sanitisers to 16 charity organisations who were affected by shortage of masks and the sharp increase in costs.



- 📍 Singapore Chung Hwa Medical Institution
- 📍 Home Nursing Foundation
- 📍 Tzu Chi Free Clinic
- 📍 Public Free Clinic Society
- 📍 Kwan In Welfare Society
- 📍 Saint Theresa's Home
- 📍 Sian Chay Medical Institution
- 📍 Nam Hong Siang Theon Free Medical Centre
- 📍 Aged Sick
- 📍 Singapore Buddhist Free Clinic
- 📍 Thong Chai Medical Institution
- 📍 Lions Home for the Elders
- 📍 Kreta Ayer Seniors Activity Centre
- 📍 Singapore Children Society
- 📍 Singapore Buddhist Lodge
- 📍 River Valley High School
- 📍 Raffles Institution
- 📍 Lee Ah Mooi Old Age Home

MATERIAL TOPICS



Behind every mask, we find selflessness, courage and perseverance.



During the fight against COVID-19, about 120 of our dentists and staff decided to serve with the community selflessly and had volunteered to help the nation with the swabbing activities for foreign workers from April to May 2020. Along the weeks of voluntary swabbing activities, our dentists and staff have swabbed 14,000 foreign workers at more than 160 factory converted dormitories and government quarantined facilities.

We take the utmost pride for our dentists and staff's unwavering commitment and great spirits throughout this extraordinary time.



Our Group has formed a Corporate Social Responsibility ("CSR") Committee which comprises more than 10 dentists, specialist dentists, and executives perform social good for the public.

We were glad to provide dental treatment at no cost and bring back the beautiful smile for an Indonesian domestic worker who was severely abused by her employer and sustained some injuries, one of which was a chipped tooth.

We, as a leading dental healthcare giver, would like to do more to support the underprivileged who do not have the financial means to seek treatment on their own.

Subsequent reporting for FY2021

Moving forward, through our corporate social responsibility identity, named "Q & M Cares", we wish to collaborate with the largest foreign domestic worker social support organization to provide free wisdom tooth surgery through a network of volunteer dentists, nurses and staff.

MATERIAL TOPICS

Innovation in Dentistry



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 to build a Dental Imaging Diagnostic and Clinical Decision Support System (the “System”) that will assist in further improving data diagnosis through automatic radiographic interpretation and form automated treatment

plans from current best practices. 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.

With the assistance of the System, we are able to consistently and sustainably deliver ethical dental treatment plan with evidence-based diagnosis to patients which can avoid possible errors and biases caused by the traditional treatment that was based on individual dentist’s personal judgement. The sustainable standardisation which the System is able to provide will bring the dental industry to another milestone as patients will be given quality and consistent treatment without the fear of receiving ineffective and inconsistent treatment. We are confident that the introduction of the System will further boost our Group’s revenue and reputation and thus enhancing sustainable business. As at the date of publication, we are in the midst of running clinical trial for the System before it is introduced to our patients.

In addition to the System, we have developed a cloud-based Integrated Dental Management System (“IDMS”) which facilitates patient and clinic management in an efficient way. A pilot trial run of IDMS has been initiated in our clinics in Malaysia.

Subsequent reporting for FY2021

Moving forward, we will continue to innovate and progress as our Group strive to remain at the forefront of dentistry practices. We will also monitor the development of AI from time to time to ensure we are on the right track.

MATERIAL TOPICS

Our Patients, Our Approach

Patients' Health and Safety

Patient's health and safety are always the number one priority to us. We have implemented a set of comprehensive operating procedures and reference to the safe management measures imposed by the government to safeguard and improve the health and safety of our patients, especially during the COVID-19 pandemic. 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 Suppliers List.

Our Group has been exploring ways to improve the quality of our service as well as providing safer treatment for patients. We are adopting digital dentistry such as digital x-ray and using low radiation dosage Computed Tomography (CT) scan which directly reduce the radiation risk to the patients.

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 2020, Q & M has no reported incidents for non-compliances with relevant health and safety standards.

Subsequent reporting for FY2021

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.

MATERIAL TOPICS

Privacy Protection



At Q & M, we treat the personal data of every patient with respect and privacy. Safety and security of personal data has become a key concern for our Group as well as our patients as data security threats become more prevalent. To fight against cybercrime, we continue to invest in building and strengthening 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.

We did not experience any breach of PDPA in 2020. We will continue to enhance our governance and accountability processes to safeguard our patients’ personal data.

Subsequent reporting for FY2021

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 regarding customer privacy, we will also continue to strengthen our internal monitoring efforts by initiating group wide review on our Group’s information technology and cybersecurity measures.

GRI INDEX

GRI Standard	Disclosure	Page Reference and Reasons for Omission, if applicable
GENERAL DISCLOSURE		
GRI 102: General Disclosures	Organizational Profile	
	102-1 Name of the organisation	Page 1
	102-2 Activities, brands, products, and services	Page 1-2
	102-3 Location of headquarters	Page 1
	102-4 Location of operations	Page 4
	102-5 Ownership and legal form	Page 1
	102-6 Markets served	Page 4
	102-7 Scale of the organisation	Page 5
	102-8 Information on employees and other workers	Page 20,22
	102-9 Supply chain	Page 7
	102-10 Significant changes to the organisation and its supply chain	No significant changes
	102-11 Precautionary principle or approach	Page 10
	102-12 External initiatives	Page 28-29
	102-13 Membership of associations	Page 9
	Strategy	
	102-14 Statement from senior decision maker	Page 1-2
	Ethics and Integrity	
	102-16 Values, principles, standards, and norms of behaviour	Page 6
	Governance	
	102-18 Governance structure	Page 10
	Stakeholder Engagement	
	102-40 List of stakeholder groups	Page 11-12
	102-41 Collective bargaining agreements	Our Group do not have bargaining agreements
	102-42 Identifying and selecting stakeholders	Page 11-12
	102-43 Approach to stakeholder engagement	Page 11-12
	102-44 Key topics and concerns raised	Page 13
	Reporting Practice	
	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 13
	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 33-36	
102-56 External assurance	Page 3	

GRI INDEX

GRI Standard	Disclosure	Page Reference and Reasons for Omission, if applicable
MATERIAL TOPICS		
Market Presence		
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 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	
Indirect Economic Impacts		
GRI 103: Management Approach	103-1 Explanation of the material topic and its boundaries	Page 30
	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	
Anti-Corruption		
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 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	
Energy		
GRI 103: Management Approach	103-1 Explanation of the material topic and its boundaries	Page 17
	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	
Water		
GRI 103: Management Approach	103-1 Explanation of the material topic and its boundaries	Page 18
	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	
Emission		
GRI 103: Management Approach	103-1 Explanation of the material topic and its boundaries	Page 17
	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 INDEX

GRI Standard	Disclosure	Page Reference and Reasons for Omission, if applicable
Effluents and Waste		
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 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	
Environmental Compliance		
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 307: Environmental Compliance	307-1 Non-compliance with environmental laws and regulations	
Employment		
GRI 103: Management Approach	103-1 Explanation of the material topic and its boundaries	Page 20-22
	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	
Occupational Health and Safety		
GRI 103: Management Approach	103-1 Explanation of the material topic and its boundaries	Page 23
	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	
Training and Education		
GRI 103: Management Approach	103-1 Explanation of the material topic and its boundaries	Page 25-26
	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 INDEX

GRI Standard	Disclosure	Page Reference and Reasons for Omission, if applicable
Diversity and Equal Opportunity		
GRI 103: Management Approach	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 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	
Local Communities		
GRI 103: Management Approach	103-1 Explanation of the material topic and its boundaries	Page 28-29
	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	
Customer Health and Safety		
GRI 103: Management Approach	103-1 Explanation of the material topic and its boundaries	Page 31
	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	
Customer Privacy		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundaries	Page 32
	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	
Socioeconomic Compliance		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundaries	Page 27
	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	