

SUSTAINABILITY REPORT 2021



Q & M Dental Group (Singapore) Limited

CONTENTS

Overview

Joint Statement by Independent Non-Executive Chairman and Group CEO	01
About This Report	04
About Q & M	05
Governance and Sustainability Approach	15
Stakeholder Engagement	17
Material Assessment	19

Our People

Employment	21
Diversity and Equal Opportunity	25
Occupational Health and Safety	30
Training and Education	33

Our Community

Community Support through COVID-19	38
Data Privacy	44
Innovation through Dentistry	45
Compliance	46

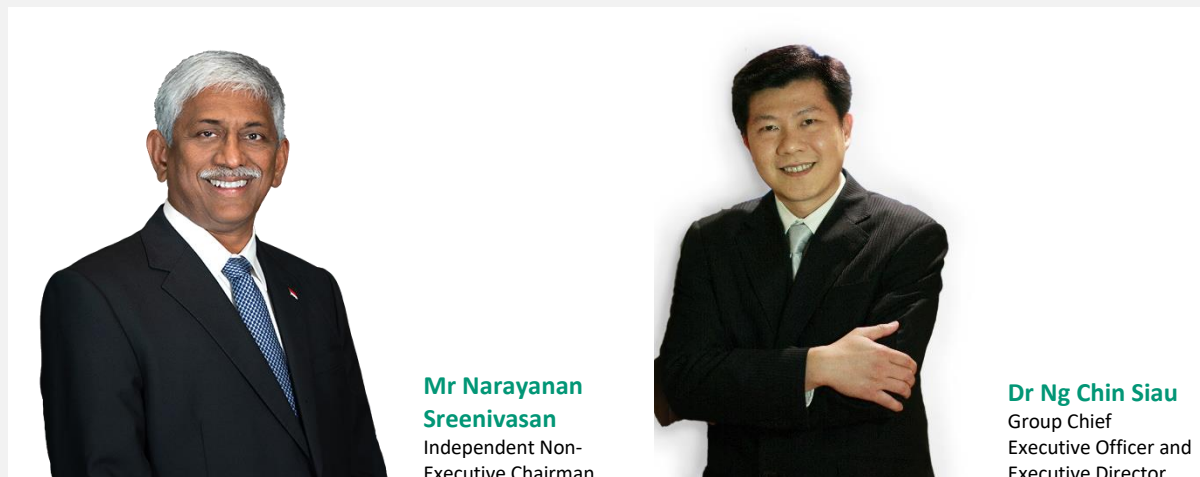
Our Environment

Water	48
Energy	49
Waste Management	50
Supply Chain Management	52

Global Reporting Initiative (GRI)

GRI Content Index	53
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JOINT STATEMENT BY INDEPENDENT NON-EXECUTIVE CHAIRMAN AND GROUP CEO



Mr Narayanan Sreenivasan
Independent Non-Executive Chairman

Dr Ng Chin Siau
Group Chief
Executive Officer and Executive Director

Dear Valued Stakeholders,

It is our pleasure to present the 2021 Sustainability Report of **Q & M Dental Group (Singapore) Limited and its subsidiaries (the “Group”, “we”, “our” or “Q & M”)**, which outlines our efforts to make sustainability values a part of our daily business operations and practices. We also track our progress and how we have embedded key tenets of sustainability surrounding environment, social and governance (“ESG”) aspects into our corporate values and strategy.

2021 marks the 25th year of Q & M. Our progress is only possible because of the trust and confidence that is placed in our Group by our stakeholders. Our values have always been about the Confucius teachings of 修身齐家治国平天下 (修身- Improving oneself; 齐家-Unity among the Q & M Family, 治国- Alignment of corporate and stakeholders’ interest; 平天下- Everyone is well-treated) - which ensures continuous improvement and excellence from within while simultaneously providing access to safe and quality dental healthcare to the community. While ESG is a current buzzword, it represents old and treasured values.

Contributing to the nation’s fight against COVID-19

The pandemic has challenged the resilience of many businesses and our values, 修身齐家治国平天, have been key in helping us weather through this challenging period. As we reflect and navigate through this pandemic, we strive to ensure that our capabilities, resources and infrastructure is put to good use in easing the strain on public healthcare.

In 2021, our subsidiary, Acumen Diagnostics Pte Ltd (“Acumen”) became a panel service provider for the Health Promotion Board Singapore for COVID-19 swabbing and testing services and approved to provide offsite COVID-19 Polymerase Chain Reaction (“PCR”) swab and serology services at sites appointed by the HPB. Acumen was also granted a license by the Ministry of Health, Singapore, to provide offsite COVID-19 PCR swab services and serology sample collection. These testing services have been rolled out to Q & M’s network of clinics.

JOINT STATEMENT BY INDEPENDENT NON-EXECUTIVE CHAIRMAN AND GROUP CEO

Contributing to the nation's fight against COVID-19 (Cont'd)

We are actively taking steps to maintain preparedness in the face of the future global threat of infectious diseases through Acumen's Research & Development Team to develop a pipeline of PCR tests for infectious diseases and cancer and will be steadily rolling these out.

Our pillars of sustainability

We envision to embed the values of 修身齐家治国平天下 as a way of life across our Group and have developed our sustainability agenda across these key pillars that form the foundation of our Group.

1. Our People
2. Our Community
3. Our Environment

Our People

Our objective is to create a workplace for everyone to contribute to Q & M and provide equal opportunities for all. We have more than 50 dentists and dental assistants who have served more than 10 years with us and as we progress, we aim to continue to attract, recruit and develop talented individuals in our Group and expand our workforce.

We know our people share our values and recognise that they seek opportunities for professional growth. We provide a multitude of programs to aid in the growth and development of our people through our Q & M College of Dentistry which embodies our values 修身 and 平天下 of continuous improvements and equal treatment. These courses provide practical knowledge on dentistry which would be useful in the course of the clinical work.

We are generating more talent choices for the future to keep pace with the dental healthcare capabilities and competencies required for sustainable growth.

Our Community

A recent survey, #ToothTruths, commissioned by the Singapore Dental Association and the Singapore Dental Health Foundation in April 2021 showed that only 4 in 10 Singaporeans had regular dental check-ups and amongst the factors listed was one of affordability.

JOINT STATEMENT BY INDEPENDENT NON-EXECUTIVE CHAIRMAN AND GROUP CEO

Our Community (Cont'd)

We recognise our responsibility as one of the largest private dental healthcare Group to help address this issue, as such, we are working on setting up a free dental clinic which will provide basic dental services to the less privileged in Singapore. We have been awarded charity status for our free dental clinic initiative by the Commissioner of Charities and an initial seed fund of SGD 200,000 had been set aside for this clinic, with a further SGD 1,000,000 set aside for this project over a few years. We have sought advice from the patron of Kembangan/Chai Chee Speaker Tan Chuan Jin and the Chief Dental Officer of Singapore, Professor Chng Chai Kiat and we are working with several government agencies, namely the People's Association of Kembangan/ Chai Chee, Ministry of National Development and Ministry of Health, to set up the clinic in the 2nd quarter of 2022. Through this initiative, we will also be promoting public awareness and knowledge on basic dental care to the community.

Providing free dental healthcare services to the less privileged is our first step forward into addressing some of the dental healthcare issues faced by the community. We hope to continue to contribute to this cause in the future.

Our Environment

Conserving natural resources to preserve the environment for our future generations is an important pillar in supporting our sustainability agenda. According to the World Economic Forum's The Global Risks Report 2021 16th Edition, climate change continues to be one of the top risks in terms of likelihood and impact. At Q & M, we strive to conserve our consumption while reducing waste and our carbon footprint.

We promote eco-friendly practices and to instil environmental awareness. As part of company's initiative, Q & M have embarked on "Plant-a-Tree" Programme organised by Garden City Fund. This programme is a platform for organisations to participate actively in enhancing Singapore's greenery by planting trees. In collaboration with NParks, our employees will be planting 150 trees at designated spots across the island. Through this initiative, we aim to restore nature in the city and reduce our carbon footprint.

Appreciation

We remain optimistic as COVID-19 transits to an endemic stage. On behalf of Q & M Group, we would like to extend our appreciation to our dedicated team who have weathered through this challenging period. They are our dentists, dental assistants and HQ supporting staff who have assisted us in creating smiles in everyone. To our stakeholders, we would like to assure you that we are committed to emerge stronger to provide quality and excellent dental healthcare for all.

Mr Narayanan Sreenivasan , Independent Non-Executive Chairman
Dr Ng Chin Siau, Group Chief Executive Officer and Executive Director

ABOUT THIS REPORT

In this report, we provide information about our achievements and performance towards our ESG goals and corporate values.

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.

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.QandM.com.sg.

GRI

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 2021 to 31 December 2021 (“FY2021”) across 136 dental outlets, 5 medical clinics, 2 dental supplies and equipment distribution companies, 1 dental laboratory and 1 COVID-19 testing 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.

ABOUT Q & M

Q & M DENTAL GROUP

Q & M is a leading private dental healthcare organisation in Asia, with a large number of private dental clinics in Singapore. It was founded in 1996 and has been listed on the mainboard of the Singapore stock exchange since 2009.

Aligned with our business strategy, our associate company, Aoxin Q & M Dental Group Limited (“Aoxin”) acquired 49% shareholding in Acumen Diagnostics Pte. Ltd. (“Acumen Diagnostics”) in October 2021. Following the acquisition, Q & M’s effective interest in Acumen Diagnostics has increased from 51% to 67%.

The Ministry of Health Singapore had granted Acumen the license to provide door-to-door COVID-19 PCR home swab services in November 2021. In addition, Acumen has produced PCR test kits Acu-Corona 2.0 and Acu-Corona Duplex to detect COVID-19 positive cases infected with Omicron variant. We are also granted license for providing offsite COVID-19 PCR swab services and serology sample collection at 100 sites via the Group’s network of clinics and at the Headquarters in December 2021.

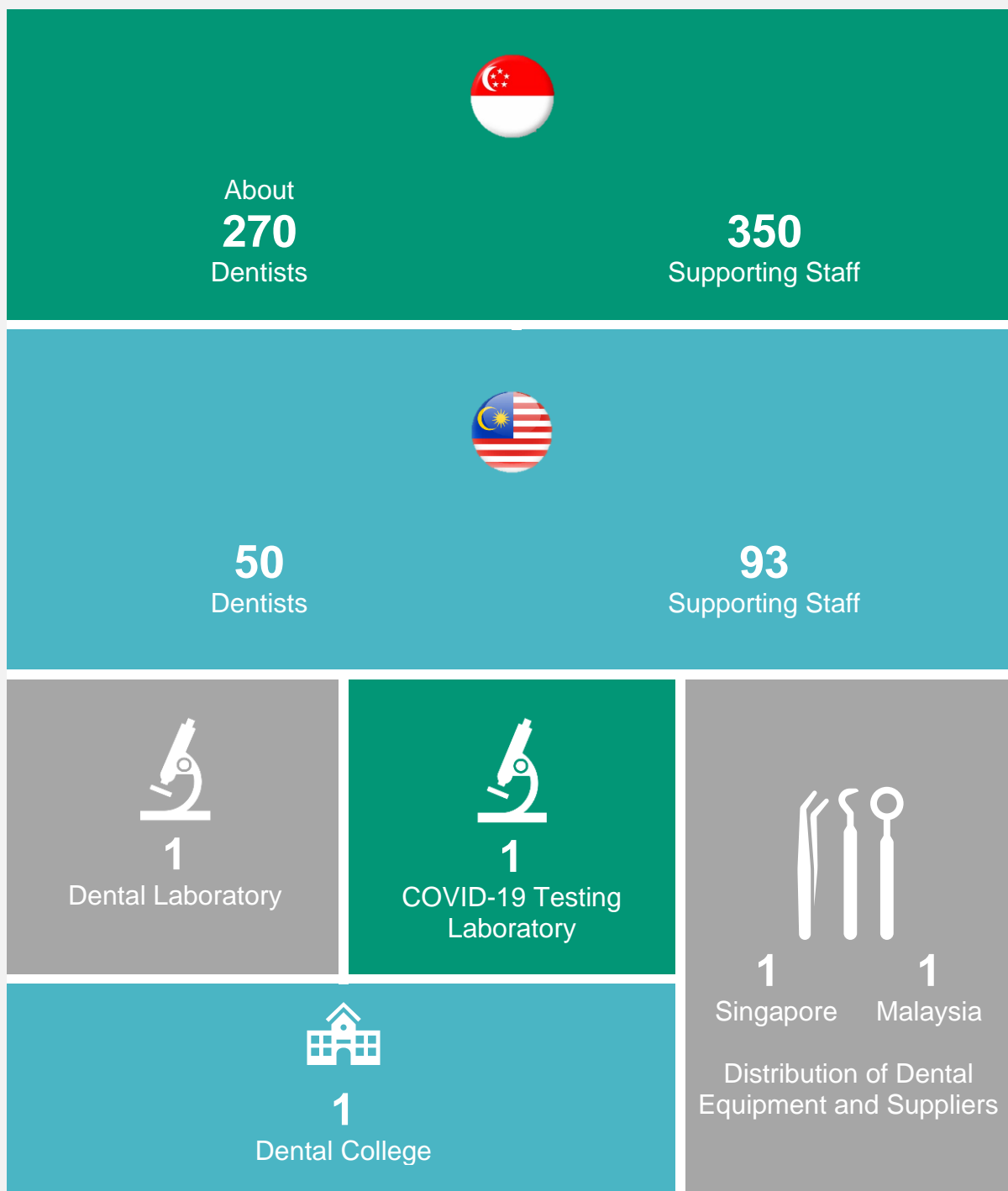
Q & M Dental Group Dental Clinics Location



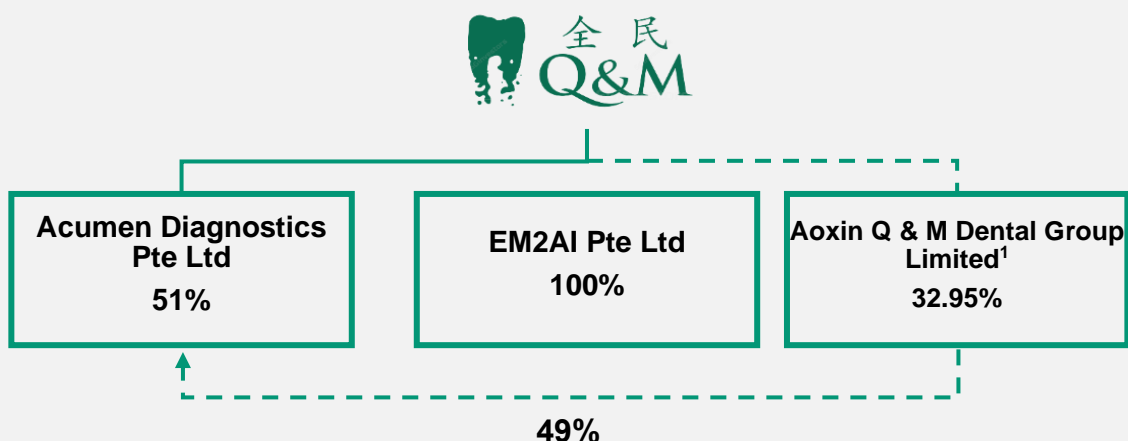
ABOUT Q & M



FY2021 Key Information



ABOUT Q & M Group Structure



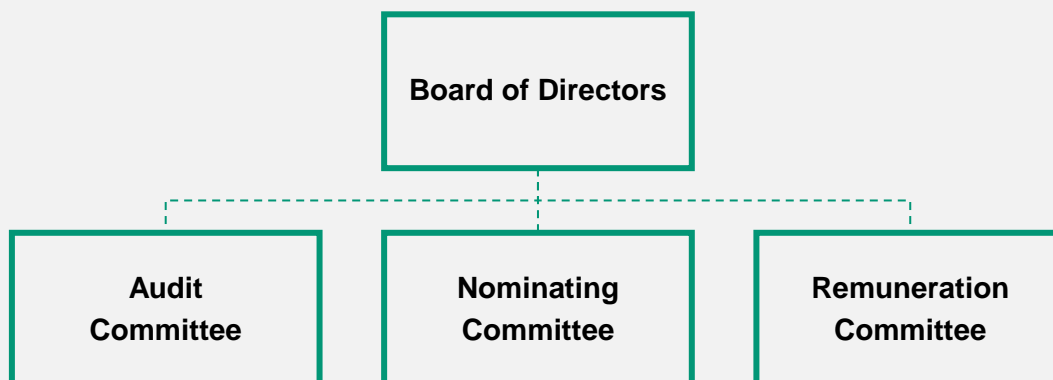
¹ Aoxin Q & M Dental Group Limited is an associate of Q & M Dental Group (Singapore) Limited.

Business Structure



ABOUT Q & M

Organisation Chart – Board



SINGAPORE

Our Group has 97 outlets as of 31 December 2021, including the 14 new dental clinics. With the immense support of about 270 experienced dentists and close to 350 supporting staff, we can reach out to an average of 40,000 patients a month in Singapore.

MALAYSIA

Our Group currently operates 38 clinics throughout Malaysia, including 4 newly opened dental clinics. The locations of the dental clinics in Malaysia include states such as Johor, Kuala Lumpur and Malacca.

ABOUT Q & M Board of Directors



**MR NARAYANAN
SREENIVASAN**
Independent Non-Executive
Chairman



DR NG CHIN SIAU
Non-Independent Executive
Director and Group Chief
Executive Officer



**DR ANG EE PENG
RAYMOND**
Non-Independent Executive
Director and Chief Operating
Officer



**PROFESSOR TOH
CHOOI GAIT**
Independent Non-Executive
Director



**MR NG WENG SUI
HARRY**
Independent Non-Executive
Director



**MR CHIK WAI CHIEW
(ZHI WEICHAO)**
Non-Independent Non-Executive
Director



**DR KUAN CHEE
KEONG**
Alternate Director to Group
Chief Executive Officer Dr Ng
Chin Siau



DR CHONG KAI CHUAN
Alternate Director to Chief
Operating Officer Dr Ang Ee
Peng Raymond

ABOUT Q & M

VISION

To be the leading private healthcare group in the region

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
修身 - To upgrade the clinical skillsets and provide consistent treatment through Artificial Intelligence technology	修身 - Keep abreast with technical knowledge to assist dentists	修身 - Strives for knowledge, continual improvement, and excellence
齐家 - Work with nurses as a team to manage business units	齐家 - Respect colleague and help each other during work	齐家 - Unity and alignment of the Q & M family
治国 - Follow management's instruction and comply with guidelines by Ministry of Health and SGX	治国 - Follow management's guidelines	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 - Provide ethical treatment plan to patients	平天下 - Assist dentists during work	平天下 - Building the Q & M brand with quality, excellence, and value

ABOUT Q & M

Awards and Accolades

Professionals in our team are dedicated to delivering high-quality services that match patient's needs while ensuring patient satisfaction. We have been honoured with several certifications and accolades for our efforts to provide effective and suitable treatment plans. Our team's commitment to excellence has been recognised in each of these awards.

In FY2021, we are proud to announce that Q & M Dental group has been conferred with several awards.



Invisalign's Red Diamond Provider 2021

Q & M is the first in Singapore to be awarded the Red Diamond Provider status by Align Technology.



SIAS Investors' Choice Awards 2021 Winner of Most Transparent Company Award - Healthcare



bizSAFE Level 3

Quantumleap has obtained BISAFE LEVEL 3.

ABOUT Q & M

Membership of Association

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

	 For Doctors, For Patients		
Singapore Dental Association	Singapore Medical Association	Pharmaceutical Society of Singapore	Association of Orthodontists Singapore
	 PROSTHODONTIC SOCIETY (SINGAPORE)		
Singapore Dental Council <i>(Elected members & Continuing Professional Education Committee)</i>	Prosthodontic Society Singapore	Society of Periodontology Singapore	Society of Endodontists Singapore
	 Apex Business Chamber		
Association of Oral & Maxillofacial Surgeons Singapore	Singapore Business Federation	Singapore Chinese Chamber of Commerce & Industry	Singapore Institute of Directors
			
Chartered Public Accountants (Australia)	Institute of Singapore Chartered Accountants	Association of Chartered Certified Accountants (UK)	
Other Key Memberships			
Singapore-Liaoning Economic and Trade Council	Singapore-Shandong Economic and Trade Council	Guangzhou Singapore Business Council	

ABOUT Q & M

Sustainability Highlights Timeline

- First sustainability report published
- Fully digitised radiography services with the use of Computer-aided Design and Computer-aided Manufacturing
- Community initiatives includes Cambodia Dental Mission Trip and Singapore Dental Association's Dental Mission to Qinghai, China



BB CARES Outreach Programme

- Ongoing development process of artificial intelligence ("AI") technology
- Community outreach which includes participating in Together We RISE Community Carnival & Volunteer Day with Care Corner Singapore, Make a Wish 2019 and collaborated with NTU Welfare Club on organising 3-days camp for children



Swab Test Volunteers

2017



Community initiatives in 2017

2018

- First in the world to produce multilayer zirconium blocks with six layers of gradients colours through Q & M subsidiary, EM2AI (*f.k.a Q & M Dental AI Pte. Ltd*)
- Community outreach which includes participating in BB CARES, Make a Wish 2018 and Project Yim to Laos

2019



NTU 3-days camp for children

2020

- Global pandemic outbreak, COVID-19
- Produced test kits, SARS CoV-2 PT-PCR, for Singapore, Malaysia and Indonesia
- Midst of conducting clinical trials for Dental Imaging Diagnostic and Clinical Decision Support System
- Developed cloud-based Integrated Dental Management System
- Donation of surgical masks and volunteering to administer swab tests at various foreign worker dormitories and quarantine facilities

ABOUT Q & M

Sustainability Highlights Timeline (Cont'd)

- Some clinics have started using paper cups instead of plastic cups
- Implementation of Integrated Dental Management System has reduced the use of paper
- Community outreach such as donation of school kits to underprivileged families, financial assistance to dental students, providing with wisdom tooth removal treatment to foreign domestic workers, providing dental care treatment to migrant workers and donation of surgical masks to migrant workers

2021



Wisdom tooth removal project for Foreign Domestic Workers

Please visit: http://qandm-dental.listedcompany.com/sustainability_report.html for more information on our sustainability journey.

GOVERNANCE AND SUSTAINABILITY APPROACH

As the leading private dental healthcare group in Asia, we recognise our responsibility in upholding the highest standards of corporate governance, professional business conduct, integrity and commitment across all levels of our organisation. Our sustainability journey is guided by our Group’s values, 修身齐家治国平天下 to deliver excellent care to our patients, commitment to our community, people, environment and through dedication to these values which helped shaped our strategy as responsible dental healthcare group.



Our approach to sustainability and material ESG issues are overseen by the Group’s Audit Committee and our Sustainability Task Force, led by the Group’s Chief Executive Officer and Chief Operating Officer. They oversee the implementation of organisation wide sustainability strategy along with the material ESG topics. Our sustainability taskforce provides updates to the Board annually.

We adhere to the Code of Corporate Governance 2018, embracing the tenets of good governance of being accountable, transparent, and maintain a sustainable business. We believe that having a good corporate governance help direct and manage business affairs to achieve long-term shareholder value.

We have put in place policies and procedures on conflict of interest, whistleblowing, and Code of Conduct for all staff to adhere to in order to uphold ourselves to carry out our duties in a responsible and professional manner. We have a "zero tolerance" policy for corrupt and dishonest practices or acts of bribery. Our staff are expected to report any concerns or unethical behaviour in accordance with the procedures outlined in our anti-corruption and conflict of interest policies.





GOVERNANCE AND SUSTAINABILITY APPROACH

(Cont'd) The Board of Directors continually reviews the governance practices and policies to ensure they remain appropriate and as we progress, we target to maintain zero-reported business malpractices through the reinforcement of a culture of personal and corporate integrity.

STAKEHOLDER ENGAGEMENT






Our Stakeholders

Having good relationships with our stakeholders is critical to our growth and success. Our engagement with stakeholder groups is summarised below:

Stakeholder Group	Stakeholders Expectations	Methods of Engagement	Frequency
 <p>PATIENTS</p>	<ul style="list-style-type: none"> • Quality, safety and hygiene of clinical services • Privacy and data protection • Professional qualifications of dentists • Compliance to local health and safety regulations 	<ul style="list-style-type: none"> • Corporate websites • Service quality feedback • Customer loyalty program • Membership card • Comprehensive integrated social media presence 	On-going
 <p>DENTISTS</p>	<ul style="list-style-type: none"> • Remuneration and benefits • Training and development • Compliance to local health regulations • Ethics and conduct • Professional skills and achievements 	<ul style="list-style-type: none"> • Training conducted by Q & M College of Dentistry and Q & M Dental Institute 	On-going
 <p>DENTISTS SUPPORT TEAM</p>	<ul style="list-style-type: none"> • Salary and staff benefits • Training and development • Ethics and conduct • Compliance with local regulations 	<ul style="list-style-type: none"> • Performance appraisal system • Training and skill upgrading • Job briefing 	On-going
 <p>RECRUITMENT, RETENTION AND EXPANSION TEAM</p>	<ul style="list-style-type: none"> • Quality and experienced workforce • Stricter compliance towards MOH's regulations regarding clinic licensing and operations • Ability to source new clinic locations with affordable rental rates • Compliance towards municipal council regulations and other authorities • Maintaining and/or reducing clinic rental during tenancy renewal. 	<ul style="list-style-type: none"> • Business expansion • Regular meetings 	On-going

STAKEHOLDER ENGAGEMENT

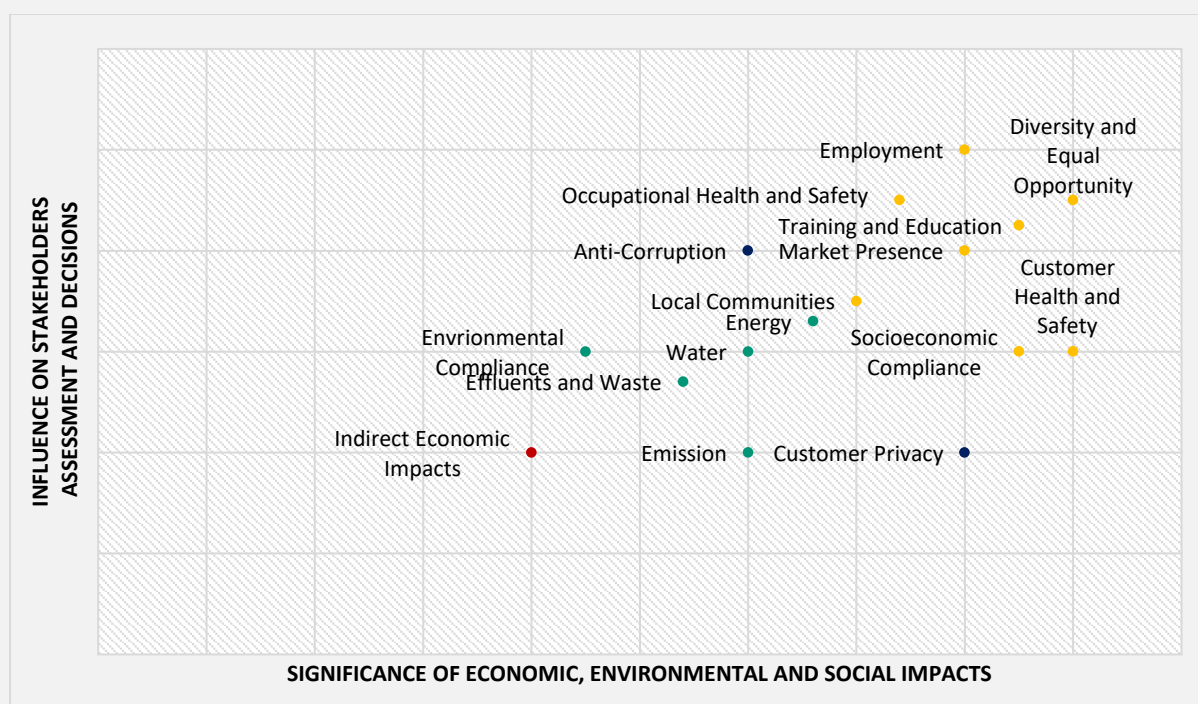
Our Stakeholders (Cont'd)

Stakeholder Group	Stakeholders Expectations	Methods of Engagement	Frequency
 SHAREHOLDERS AND INVESTORS	<ul style="list-style-type: none"> Equity returns and investment yields Compliance with local healthcare and facilities regulations 	<ul style="list-style-type: none"> SGX quarterly announcements Annual reports Investor relations management Annual/Extraordinary general meeting 	Annually/ Quarterly
 GOVERNMENT AND REGULATORS	<ul style="list-style-type: none"> Compliance with local health and safety regulations Enactment of new regulations during COVID-19 period 	<ul style="list-style-type: none"> SGX quarterly announcements Annual reports Sustainability reporting Ongoing dialogue 	Annually/ Quarterly
 COMMUNITY	<ul style="list-style-type: none"> Environmental impact Social development 	<ul style="list-style-type: none"> Engagement in community services Social media Other ad-hoc Corporate Social Responsibility (“CSR”) programmes 	On-going
 SUPPLIERS	<ul style="list-style-type: none"> Compliance with local health and safety regulations Feedback on products and services Business continuity 	<ul style="list-style-type: none"> Supplier quality assurance Pricing and payment terms 	On-going
 CORPORATE SOCIAL RESPONSIBILITY COMMITTEE	<ul style="list-style-type: none"> Compliance with local health and safety regulations Social development 	<ul style="list-style-type: none"> Meetings for CSR planning 	Ad-hoc

MATERIALITY ASSESSMENT

Throughout FY2021, we listened to feedback from both internal and external stakeholders and have collated and gathered these feedback to assess the materiality of the key topics identified in this report, which may have a significant impact to economic, environmental and and/or social aspects of our business.

We have reassessed the topics reported and have concluded that our priorities for the upcoming financial year remains unchanged. There were no additional topics identified. We will continue to be open to feedback from our stakeholders and revise the key material topics if we notice any key sustainability topics that warrants our concern. The following table summarises the list of relevant sustainability topics and ranking results.



Legend	
■	Governance
■	Social
■	Environment
■	Economic

MATERIALITY ASSESSMENT

Key Material Topics Overview

Our People <i>Improve oneself; Unity and Alignment of the Q & M Family</i>	Our Community <i>Alignment of Stakeholder's interest, continual improvement and well being for all</i>	Our Environment <i>Create shareholder and societal value while we reduce our environmental footprint</i>
<ul style="list-style-type: none">• <i>Employment</i>• <i>Diversity and Equal Opportunity</i>• <i>Occupational Health and Safety</i>• <i>Training and Education</i>	<ul style="list-style-type: none">• <i>Community support through COVID-19</i>• <i>Data Privacy</i>• <i>Innovation through Dentistry</i>• <i>Compliance</i>	<ul style="list-style-type: none">• <i>Water</i>• <i>Energy</i>• <i>Waste Management</i>• <i>Supply Chain Management</i>

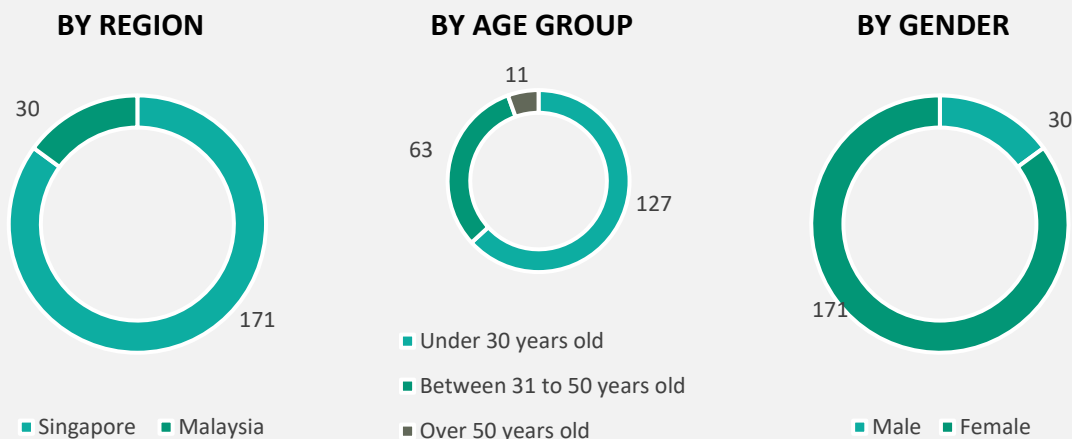
OUR PEOPLE

Employment

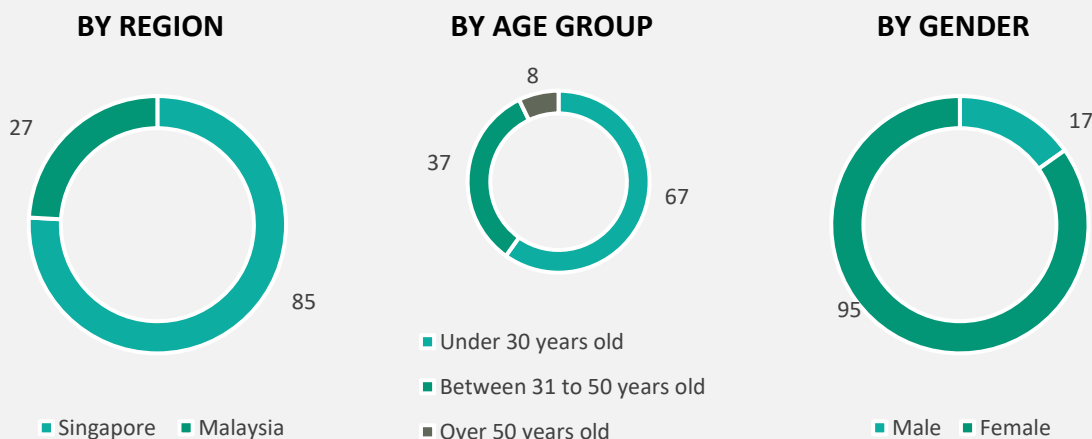
As a Group, we believe that our people are integral to long-term growth and success. Building a positive and cohesive environment starts with a diverse and welcoming workforce with the right knowledge and skills which align with our values 齐家.

We have fair and just recruitment and performance appraisal processes. The hiring and promotion of our staff is always based on aptitude, regardless of race, age, gender, religion, or nationality. Aside from traditional recruitment media such as online job portals and walk-in applications to clinics, Q & M Dental Group have recruit local talents through local institutions such as Institute of Technical Education (ITE) and polytechnics to supplement our workforce in HQ and clinics. Our newly employed employees will be supported by our experienced dental assistants, which serves as a mentor for their learning. In Q & M, we support career changes by identifying suitable candidates through performance appraisal.

NEW JOINERS IN FY2021



RESIGNEES IN FY2021

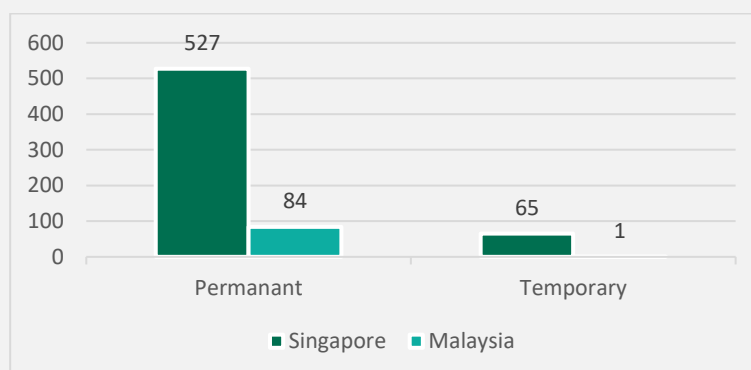


OUR PEOPLE




Employment (Cont'd)

As our people are the most valuable asset of our company, we are continuously providing fair employment practices, competitive benefits, and reward systems that promote staff welfare. Our remuneration package strictly abides to the local laws and regulations.

EMPLOYMENT TYPE






FULL TIME STAFF BENEFITS

 HEALTH	 LEAVE ENTITLEMENTS	 OTHERS
SINGAPORE		
<ul style="list-style-type: none"> • Reimbursed visits to General Medical Practitioners and Dental • Group Hospital and Surgical insurance • Dental benefits are provided to the immediate family members of our staff • Medical benefits of \$400/year which includes TCM, optical and medical check-ups 	<ul style="list-style-type: none"> • Eligible staff are entitled to Maternity Leave, Paternity Leave, Shared Parental Leave, Childcare Leave, Extended Childcare Leave, Unpaid Infant Care Leave and Adoption Leave, where applicable 	<ul style="list-style-type: none"> • Our staff can enjoy discounts and benefits from various retailers, food and beverage outlets, telecommunications companies, and health and wellness outlets • Annual wage supplement (AWS) and performance bonus • Incentive for clinic sales exceeding target • NTUC Vouchers for birthday • Monetary incentives for referrals of friends and family as employees of the company • Long service awards • Corporate annual pass (with friends and family)

OUR PEOPLE

Employment (Cont'd)

FULL TIME STAFF BENEFITS (Cont'd)

 HEALTH	 LEAVE ENTITLEMENTS	 OTHERS
MALAYSIA		
<ul style="list-style-type: none"> Medical & dental claims each up to RM300/year BERJAYA SOMPO Medical Card (for hospitalisation purpose) 	<ul style="list-style-type: none"> Entitled to annual leave, medical leave, hospitalisation leave, marriage leave, maternity/paternity leave, compassionate leave 	<ul style="list-style-type: none"> Entitled to allowance (if any), OT hours, and contribution to (Staff Provident Fund (“EPF”), Social Security Organisation contribution (“SOCSO”) and Employment Insurance System contribution (“EIS”))

PROPORTION OF SENIOR MANAGEMENT HIRED FROM LOCAL COMMUNITY

ENTITY	SINGAPORE	MALAYSIA
Percentage of senior management that are hired from the local community in FY2021	100%	100%
Percentage of staff that are hired from the local community in FY2021	100%	100%

PATERNITY AND MATERNITY LEAVE

	SINGAPORE		
	MALE	FEMALE	TOTAL
Number of team members entitled to parental leave	0	9	9
Number of team members who took parental leave	0	9	9
Number of team members who returned to work after parental leave ended	0	8	8
Number of team members who returned to work after parental leave ended and were still employed after 12 months	0	8	8
Return to work rate (%)	N/A	89%	89%
Retention rate (%)	N/A	62%	62%

OUR PEOPLE

Employment (Cont'd)

PATERNITY AND MATERNITY LEAVE (Cont'd)

	MALAYSIA		
	MALE	FEMALE	TOTAL
Number of team members entitled to parental leave	0	4	4
Number of team members who took parental leave	0	4	4
Number of team members who returned to work after parental leave ended	0	4	4
Number of team members who returned to work after parental leave ended and were still employed after 12 months	0	0	0
Return to work rate (%)	N/A	100%	100%
Retention rate (%)	N/A	0%	0%

Clinic Expansion

We targeted to expand our network of clinics of 30 clinics annually, in Singapore and Malaysia for 10 years, starting from 2021.

In FY2021, the Group has expanded our network of clinics, with an additional 15 clinics in Singapore and 4 clinics in Malaysia. To support our expansion plans, we have recruited and increased our employment pool from 250 dentists in FY2020 to around 270 dentists in FY2021 as of December 2021.

FY2022 Targets

Our company values its employees and has reviewed its employees' benefits. As part of our efforts to provide better care to our employees, we have improved our benefits and offered new initiatives, such as Scholarship and bursary for staffs' school-going children and team-bonding activities.

In FY2022, we are targeting to expand 30 clinics in Singapore and Malaysia. We are pleased to announce that in the first quarter of 2022, we have opened 2 clinics in Singapore and 3 clinics in Malaysia, bringing the Group's total network of clinics to 99 and 41 clinics in Singapore and Malaysia respectively.

We seek to increase recruitment channels such as recruiting "GCE A-Level" graduates, giving them the opportunity to experience working in the dental industry, in hopes to ignite their passion in the industry. We will also continue to attract and employ a diverse workforce.

OUR PEOPLE

Diversity and Equal Opportunity

Our company promotes equal opportunities for recruitment and career development through meritocracy, where staff are evaluated solely on the basis of their skills, abilities, and performance, regardless of gender, race, class, nationality, or sexual orientation. We adopted 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.

BOARD DIVERSITY BY GENDER

	FY2021
Male	5
Female	1

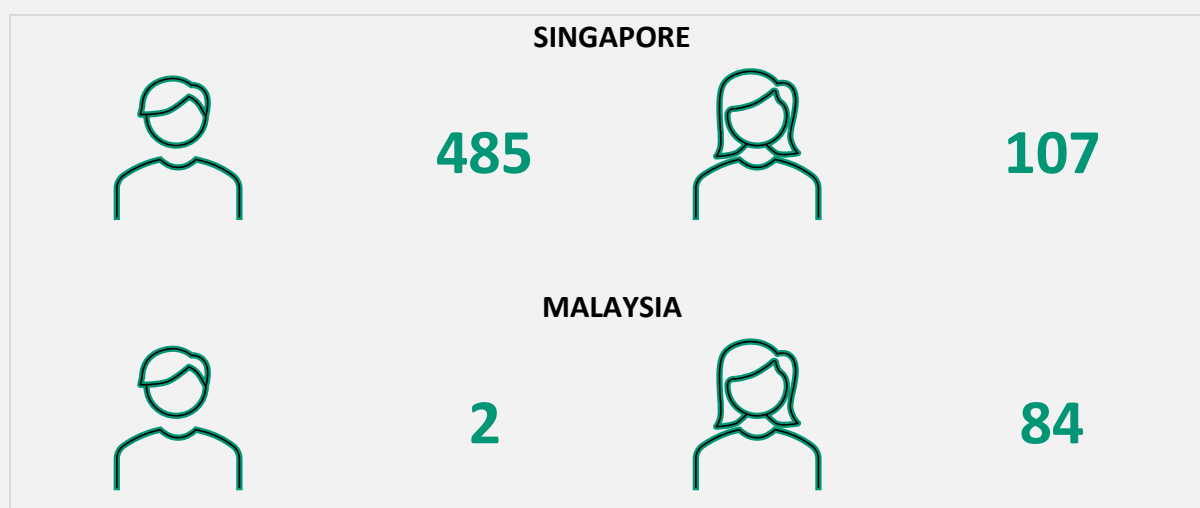
BOARD DIVERSITY BY AGE GROUP

	FY2021
Under 30 years old	0
Between 31 to 50 years old	1
Over 50 years old	5

BOARD DIVERSITY BY RACE

	FY2021
Chinese	5
Indian	1

WORKFORCE BY GENDER

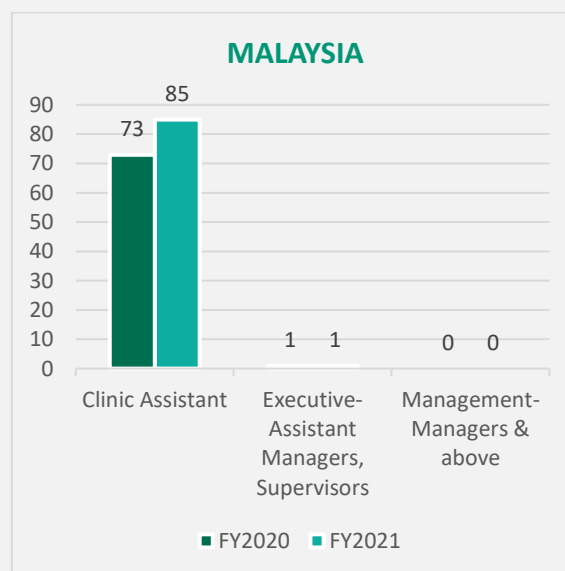
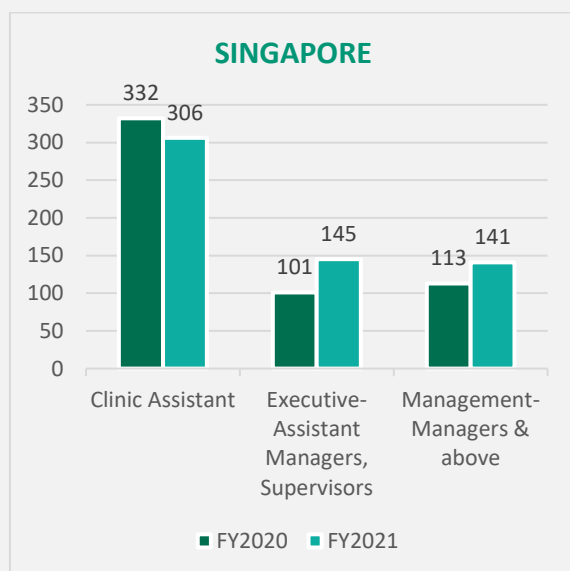


OUR PEOPLE

Diversity and Equal Opportunity (Cont'd)

Annual performance appraisals with their reporting supervisor will be conducted to review staff performance and gather feedback. Our Human Resource Policy guides our employment practices with performance-based measures of evaluation and compensation.

EMPLOYMENT BY CATEGORY



EMPLOYMENT BY CATEGORY, BY GENDER

	SINGAPORE			
	FY2020		FY2021	
	MALE	FEMALE	MALE	FEMALE
Clinic Assistant	37	295	19	287
Executive- Assistant Manager, Supervisor	22	79	22	123
Management Level- Manager & above	53	60	66	75

	MALAYSIA			
	FY2020		FY2021	
	MALE	FEMALE	MALE	FEMALE
Clinic Assistant	1	72	1	84
Executive- Assistant Manager, Supervisor	0	1	1	0
Management Level- Manager & above	0	0	0	0

OUR PEOPLE

Diversity and Equal Opportunity (Cont'd)

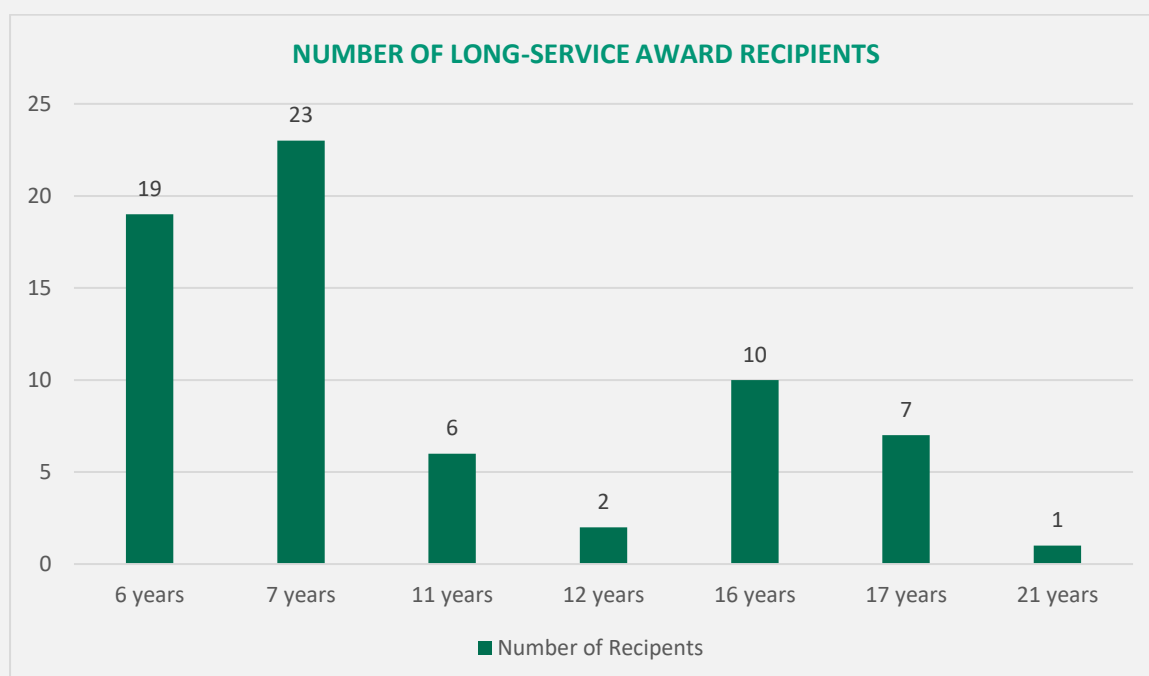
Retention

To recognise our staff' contribution towards our company's growth, we show our appreciation to those staff who have been employed under Q & M for more than 6 years through long-service awards. Prior to COVID-19, we have presented these long-service awards during our annual Dinner and Dance ("D&D") event. However, due to the pandemic, we are unable to hold a physical D&D event. Nevertheless, we have presented and celebrated our staff' long-term service in 2020 and 2021 in Head Quarters ("HQ"), through physical staggered gathering.



Photos of Q & M long-term service awardees

In FY2021, please find the below chart for the number of staff who were awarded with long-service award.



OUR PEOPLE

Diversity and Equal Opportunity (Cont'd)

Let's Hear from our Employees

"Started working in Q & M 10 years ago and I have seen myself grow over the years. The company has given me opportunities to expand my knowledge and capacity, exploring other roles in which I can leverage on my strengths. Q & M has a productive working environment and we treat everyone as one big family."

Nadia
Lead Product
Owner of EM2AI

"This year marks my 7th year with Q & M. I started at Q & M Dental City Square Mall as a public relations officer. My job is to optimise patients' experience with Q & M. I love this job as it allows me to meet new people and a sense of job fulfilment. Within 5 years, I was promoted to Senior PRO and Assistant Manager role. This job requires me to oversee the day-to-day operations, monthly targets, patient management, strengthen patient relationships, and most importantly, provide wonderful dental services and experience in Singapore.

Thank you Q & M, it was smooth-sailing throughout my whole career progression with Q & M. Currently, I am promoted to Assistant Operation Manager. It gave me the opportunity to put my customer service experience into good use. Hence, I'm able to resolve customer concerns effectively, the ability to coordinate, and liaise effectively with people from diverse backgrounds. I've developed a network over the years that is both true to my more introverted personality and I get to meet influential people."

Lloyd
Assistant
Operation
Manager

OUR PEOPLE

Diversity and Equal Opportunity (Cont'd)

Let's Hear from our Employees (Cont'd)

"I enjoy working at Q & M. The company has an open and progressive outlook, supplemented with great collaborative colleagues. The bosses are big-picture driven, strives to inculcate a people-oriented culture and forms meaningful relationships with all levels of staff."

Joseph
Management
Associate

"My experience working for Q & M as a Dental Service Assistant has been delightful. Though there were many new skills and knowledge I had to pick up along the way, my Area Manager, Joanne and fellow nurses have been very patient and understanding, and they have provided me with careful guidance throughout my time here. The dentists and nurses have likewise been very amiable, and their professionalism has fostered a harmonious working environment which made working there a pleasant and enjoyable experience."

Zi Qiao
Dental
Assistant

FY2022 Targets

Moving forward, we target to maintain zero cases of reported discrimination and maintain a non-discriminatory hiring policy which focuses on equal opportunities for training and development and equal wages.

OUR PEOPLE

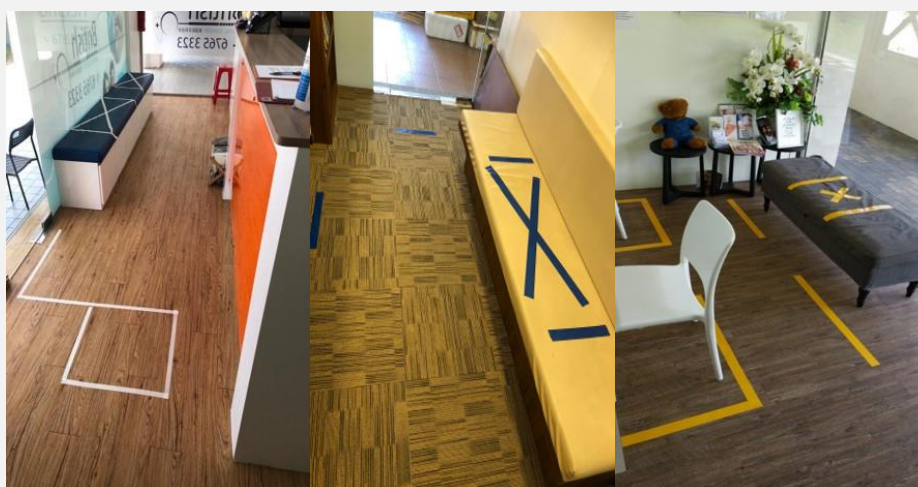
Occupational Health and Safety

Health and safety continue to be one of our main priorities as we anticipate and recognise hazards arising at the workplace that could impair the health and well-being of our staff, dentists, patients and visitors.

COVID-19 highlighted the importance of our focus on quality and safety. We responded quickly and continue to practice safety protocols and precautionary measures to safeguard our people. Our clinics have in place sanitisers as well as air purifiers to reduce the risk of virus transmission. We have also marked out safe distancing in line with the government's regulations. In addition, we have installed aerosol suction machines by chair side to minimise aerosol production during dental treatment. Our dentists and clinical staff are equipped with appropriate Personal Protection Equipment ("PPE") such as hair caps, surgical or N95 mask, face shields, gowns and gloves to ensure safe contact with patients.



Photo of aerosol suction machines installed in clinics



Photos of safe-distancing markings

OUR PEOPLE

Occupational Health and Safety (Cont'd)

Our Group has an incident and injury reporting mechanism which serves as a guideline for our staff to assess the severity of injuries for appropriate reporting, escalation, and appropriate medical care being made available to injured staff. The reports are useful in assisting us in proactively resolve hazards before tragic or costly incidents occur. In the event of a workplace injury, the staff involved shall report to his/her immediate supervisor as soon as practicable. Defective equipment or instruments that pose risks to workplace safety shall be rectified, removed or replaced.

Singapore

The Group is in compliance with all the relevant legislation and regulations in Singapore, which 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. Besides, our Group has established a Health and Safety policy which includes procedures on handling of bio-hazardous waste. Our newly onboarded Dental Assistants would go through 2-days training course on infection control.

Our Group's Operations Taskforce, which is headed by our General Manager, Mdm Foo Siew Juan, and the team comprises of our subsidiary, Quantumleap. The Taskforce team have appointed dedicated personnel to monitor closely on the inspection and renewal of the applicable licenses of our equipment and facilities to ensure that we comply to the relevant laws. Semi-annually, our team would conduct dental equipment maintenance which includes maintenance of dental chairs, autoclaves, compressors and X-ray units. We are subject to annual internal and external audits to retain the certifications and licenses required as regulated by the Authorities. We are fully aware of the heavy consequences of any non-compliance. Hence, we strictly comply to the relevant regulations to ensure a safe environment for all.

To promote a safe and healthy work environment, we provide access to health and occupational health services for our staff such as appointment of MHC Asia Group as the Company's panel of medical doctors as well as medical clinics within our Q & M Dental Group or approved public medical institutions such as polyclinics and restructured hospitals. In alignment with our values to ensure everyone is well and fairly treated, all staff, including foreign workers, are covered by a Group Hospitalisation & Surgical Plan. Our staff are given flexible medical benefits to visit Traditional Chinese Medicine, physiotherapy, chiropractic care and mental wellness clinics.

In FY2021, there were 12 cases of minor and non-fatal workplace accidents, of which 10 cases are due to needle stick/cut injury, 1 case of fluid splashed in left eye, 1 case of right ring finger caught in between doors.

OUR PEOPLE

Occupational Health and Safety (Cont'd)

Malaysia

The Group is fully aware of the compliance laws and regulations in Malaysia. The clinics are subject to periodic health and safety audits by the Ministry of Health to retain the licenses and certifications required for continued operations.

To ensure the health and safety of our people, our Malaysian clinics have in place precautionary measures which includes access to PPE, infection control and management of bio-hazardous waste.

We provide access to healthcare facilities through healthcare insurance for all our staff, including the management team, to ensure our people are receiving the standard of care required.

In FY2021, we are pleased to announce that there are zero cases of fatal and non-fatal workplace accidents and has no reported incidents for non-compliances with relevant health and safety standards.

Patients' Health and Safety

Safety is the cornerstone of quality and to reflect that we have in place processes and procedures to reduce or limit clinical incidents.

To deliver safe and quality dental healthcare to our patients, stringent policies are in place for infection controls such as sterilisation of dental and medical equipment as well as clinical apparatus to prevent the growth of bacteria and proper disposal of waste in biohazard containers. 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. We actively monitor the expiry dates of drugs and dental suppliers used through our proprietary Clinic Management Software to ensure that the health and safety of our patients are not comprised.

We strive to improve patient safety through adequate trainings for our people as well as maintaining open communications with our patients. As a Group, we are pleased to report that there were no penalties or fines levied for breaches and/or lapses in relation to occupational health & safety.

FY2022 Target

In FY2022, we will continue to enforce greater awareness to cultivate a stronger culture of safety enforcement amongst the staff. We will also conduct periodic trainings or reminders to staff on the necessary precautionary measures when dealing with equipment or sharp objects and ensure that staff continue to adhere to safety and health regulations, minimising number of reported workplace incidents.

OUR PEOPLE

Training and Education

We believe that our people are key to building relationships and providing quality dental healthcare to the community and to do that, our people must possess the necessary skills and competence.

It is crucial for the long-term sustainability of the organization that staff' skills and knowledge are enhanced, as these are foundational to operational effectiveness and competitive advantage. To embody our values 修身 and 平天下 of continuous improvements and equal treatment, we strive to raise professionalism among team members through a strategy which includes training and development opportunities to attract and retain future leaders.

Q & M College of Dentistry and Q & M Dental Institute were established to foster the next generation of dentists. With our education arm, we strive to upskill our newly recruited postgraduate dentists that may lack practical experience, to deliver high-quality treatment to all customers. In addition, internal workshops, seminars and conferences conducted by our own specialist are provided to our dentists to improve their technical competencies and knowledge. Q & M supports our young dentists by providing opportunities to attend external courses such as Singapore Oral Health Congress and overseas conferences in polishing their skills.



Photos of Dentists and Clinic Assistants at training

OUR PEOPLE

Training and Education (Cont'd)

The Group provided 41 training programmes in FY2021, through various physical and virtual platforms. The following table presents the training programmes attended by the Group, by region.

SINGAPORE	MALAYSIA
<ul style="list-style-type: none"> • Course on Infocomm Technology (SGUS) • Workshop on Scale-up Human Capital Circle (Enterprise Singapore) • Business Value of Design (McKinsey) • Growth Hack Your Organisation (GLG) • Future of Vietnam's Transformation and Sectoral Opportunities (SBF) • Introduction to Wechat • SMU Practitioner Cert in PDPA • Certified Scrum Product Owner (Agileasia) • Powering Organisational Growth with a Future-Focused Rewards Strategy (Asia Summit) • Overview of Employment Law (SBF) • Managing Staff Performance (SBF) • Internal Workshop <ul style="list-style-type: none"> ○ Q & M Mask Selling Training, IDMS Training ○ Orientation class for newly recruited Dental Surgery Assistants, with 446 staff attended the workshop/training. 	<ul style="list-style-type: none"> • Essentials of Clinical Periodontology held on 11/11/2021 organised by Dr Zamri through zoom conference • Advanced Dentistry Course held on 29/11/2021 and 13/12/2021 respectively through zoom conference. This is through Q & M collaboration with Taipei Medical University.

At Q & M, we have also organised training programmes for employees and external parties, which are outlined below:

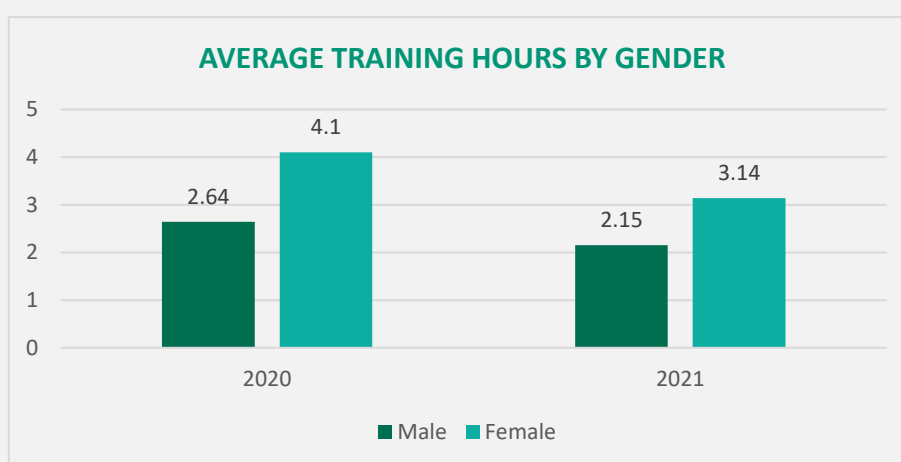
TRAINING PROGRAMMES ORGANISED BY Q & M
<ul style="list-style-type: none"> • IDMS training • Orientation Class for newly recruited dental assistants • Certificate in COVID-19 Swabbing Proficiency and Swab Site Operations • Basic Dental Implant Course • Regular Lectures such as "Management of cracked teeth" • Advanced Dentistry Course through collaboration with Taipei Medical University

OUR PEOPLE

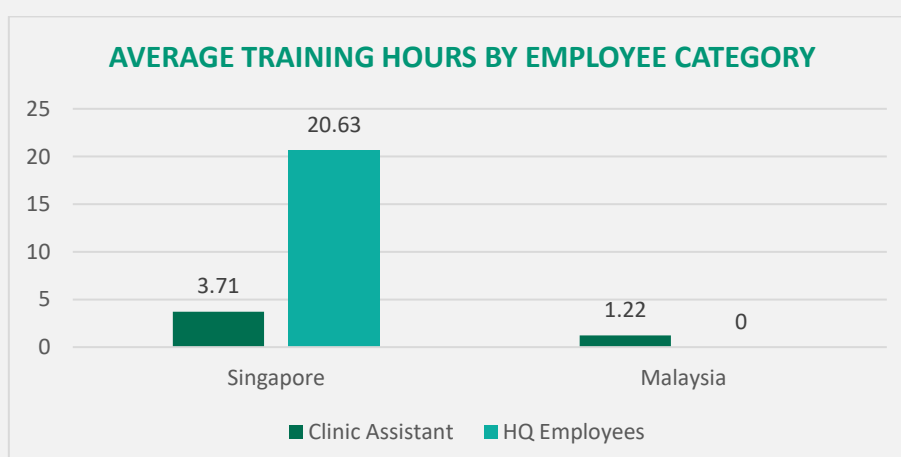
Training and Education (Cont'd)

Throughout the year, we have offered numerous training programmes to our staff and the results have been uplifting. We believe that these training programmes would help our dentists, nurses and staff perform their duties more effectively, providing quality dental healthcare services to our customers.

	2020		2021	
	Male	Female	Male	Female
Total number of training hours provided to staff (hours)	483.5	1,786	410.5	1,754.5
Total number of staff	183	436	191	558



	SINGAPORE		MALAYSIA	
	Clinic Assistant	HQ Staff	Clinic Assistant	HQ Staff
Total number of training hours provided to staff (hours)	1566	495	104	0
Total number of staff	422	24	85	0



OUR PEOPLE

Training and Education (Cont'd)

Training Testimonials

"I learnt more details and knowledge of dentistry. In addition, as a dental assistant, I have acquired knowledge on the dental treatments which helped me to be more confident in discharging my duties."

**Jackey from
Marine Parade -
Intermediate &
Advance Class**

"I'm very happy to attend the intermediate class. The trainer, Arica was very professional and assisted us in finding solutions to problems that we have faced during work. Furthermore, as classes was conducted in English, Arica went the extra mile in explaining concepts in Mandarin as I was not proficient in English. This was extremely helpful to me. After having gone through the training, my skills have improved and I became better in assisting the dentists."

**Wen Pei from Eunus
Intermediate Class**

*"我想要继续上课学习"
("I hope to continue upskilling myself.")*

**Vivian from
Sembawang -
Orientation Class**

OUR PEOPLE

Training and Education (Cont'd)

FY2022 Targets

Singapore

In FY2022, as the COVID-19 restriction eases, we hope to strengthen staff engagement initiatives by introducing more physical training programmes. Additionally, we are planning to roll out SkillsFuture and WDA-accredited DSA training programs to provide opportunities for learning and development.

Malaysia

In Malaysia, we have plans to continue to look out for more training programs and seminars to be offered to our dentists. We will also continue to reward staff that consistently provides quality customer services and clinics who display good teamwork to boost staff's morale.



Photos above illustrates the clinic awarded with high google ratings.

OUR COMMUNITY

Community Support through COVID-19

Quick Test Centres (QTC)

The development of QTC started on 20th December 2021, was a business decision in-line with the nation's efforts in opening our borders progressively and reviving the business travelling and tourism sectors. We have leveraged on our subsidiary, Acumen Diagnostics Pte Ltd, labs' capacity for PCR testing. Till May 2022, we have 20 functional quick test centres in Singapore.

Locations of Quick Test Centres in Singapore			
Bukit Batok	Farrer Park	Tampines	Jurong IMM
Block 151 Bukit Batok Street 11, #01-252	180 Kitchener Road #B1-13/15, City Square Mall	10 Tampines Central 1, #04-18/19, Tampines 1	2 Jurong East Street 21 #02-61A, IMM Building
Sembawang Way	Kim Seng (Great World City)	North Bridge	Tanjong Katong
Block 355 Sembawang Way #01-07	1 Kim Seng Promenade #03-117, Great World City	107 North Bridge Road, #B1-37/38	11 Tanjong Katong Road, #B1-13, Kinex
Bedok Reservoir	Chua Chu Kang (Avenue 4)	Clementi (Avenue 3)	Elias Mall
Block 632 Bedok Reservoir Road, #01-842	21 Choa Chu Kang Avenue 4, #B1-06, Lot One Shoppers' Mall	321 Clementi Avenue 3 #02-02, 321 Clementi	Block 625 Elias Road, #02-308, Elias Mall
Orchard	Sengkang	Toa Payoh Central	Bugis Junction
181 Orchard Road, #04-16, Orchard Central	Block 289C Compassvale Crescent, #01-03	Block 177 Toa Payoh Central, #01-150	200 Victoria Street, Bugis Junction #02-28
Hougang Central	WoodSquare	Yishun Central (Northpoint)	Redhill MRT
Block 810 Hougang Central, #01-230/232	6 Woodlands Square, #B2-15, Woods Square Tower 2	930 Yishun Avenue 2, #03-26, Northpoint Shopping Centre	920 Tiong Bahru Road, #01-10, Redhill MRT Station

OUR COMMUNITY

Community Support through COVID-19 (Cont'd)

Quick Test Centres (QTC) (Cont'd)

At the outset, our QTCs offered both outbound pre-departure polymerase chain reaction (“PCR”) services, as well as inbound On-Arrival Testing (“OAT”) using antigen rapid testing (“ART”). Through our online booking system, customers can get swabbed at our extensive network of clinics, or they can have the test completed at home. Client’s PCR results are automatically notarised, and the report and certifications would be sent to them via email within 24 hours, a standard service, or within 12 hours, an express service. In addition, our QTCs contributed to easing the load on GP clinics during the peak of the omicron variant wave, where eligible centres offered community ART testing for COVID-19 positive patients to mitigate the burden on GP clinics. The QTCs continue to operate today. We are hopeful that the demand for PCR and ART services will rise as more countries are slowly opening up their borders and we foresee more travellers in need of pre-departure PCR services.

Q & M Cares

Through various CSR projects, the Group has pooled together like-minded individuals consisting of dentists, administrators, dental suppliers and nurses, forming a committee, namely Q & M Cares. The committee organises regular CSR activities where dentists and nurses volunteer their time and expertise to give back to the underprivileged in the society.

Q & M Cares committee has also collaborated with FAST (Foreign Domestic Worker Association for Social Support and Training) to provide free wisdom tooth surgery to domestic workers who are FAST members. Since March 2021, our volunteer dentists have been providing this free service once a month at our Q & M clinic in Sembawang. The high cost of wisdom teeth surgery, coupled with the impact of COVID-19, has led many workers to delay their wisdom tooth treatment. We hope to ease the financial burden on both the foreign domestic workers and their employers by providing free screening and wisdom teeth surgery.

OUR COMMUNITY

Community Support through COVID-19 (Cont'd)

CORPORATE SOCIAL RESPONSIBILITIES

2021
JAN

DONATION OF SCHOOL KITS TO UNDERPRIVILEGED FAMILIES



Q & M Dental Group donated school kits to children from underprivileged families at various heartlands, namely Kreta Ayer, Boon Lay and Woodlands.

2021
MAR

FINANCIAL ASSISTANCE TO DENTAL STUDENTS



Q & M Dental Group has been providing scholarships to selected dental students, majority of whom are studying in the Faculty of Dentistry of the National University of Singapore). In addition, the Group also offers staff loans to existing dentists to assist them in times of needs.

OUR COMMUNITY

CORPORATE SOCIAL RESPONSIBILITIES (Cont'd)

2021
MAR

WISDOM TOOTH REMOVAL PROJECT FOR FOREIGN DOMESTIC WORKERS WITH FAST



Q & M Cares committee has collaborated with FAST (Foreign Domestic Worker Association for Social Support and Training) to provide wisdom tooth surgery to domestic workers who are FAST members. Since March 2021, our volunteer dentists have been providing this free service once a month at our Q & M clinic.

Many domestic workers have suffered from wisdom toothaches, but the high cost of the procedure has deterred them from seeking appropriate treatment. Q & M as a dental provider wishes to share our expertise to provide support for these domestic workers in Singapore.

2021
APR

AWARDED "ORGANISATIONS OF GOOD" AWARD



PRESIDENT'S
VOLUNTEERISM &
PHILANTHROPY
awards
SPECIAL EDITION 2020



Our Finest Hour
In the City of Good



The President's Volunteerism & Philanthropy Awards is the pinnacle award and platform to recognise individuals and groups that have achieved excellence in giving.

OUR COMMUNITY

CORPORATE SOCIAL RESPONSIBILITIES (Cont'd)

2021
APR

DONATION OF PERSONAL PROTECTION EQUIPMENT (PPE)

Our Group also donated a total of 50,000 surgical masks along with hand scrubs, hand sanitizers, thermometers, and Personal Protection Equipment (PPE) such as gowns, goggles, and medical face shields to 17 charity organisations in Singapore.

2021
MAY

AWARD OF TENDER TO ACUMEN DIAGNOSTICS PTE. LTD FOR COVID-19 SWAB AND TESTING SERVICES

Acumen was one of the six (6) successful awardees of the Tender and will be a panel service provider of the Health Promotion Board in respect of the provision of COVID-19 swab and testing services.

DENTAL CARE PROJECT FOR MIGRANT WORKERS WITH ItsRainingRaincoats (IRR)



Q & M Cares committee has collaborated with ItsRainingRaincoats (IRR) to launch an initiative to provide dental care to migrant workers. The initiative has since grown, and we have over 13 volunteer dentists who have come forward to spread love to our migrant workers. In view of the Covid-19 situation, Q & M has also donated 100 cartons of medical-grade surgical face masks to ItsRainingRaincoats (IRR). The masks had been distributed to different dormitories across the island, in hope to provide better protection for our migrant workers.

2021
JUN

Q&M DENTAL GROUP STUDENTS FUND

Q & M Dental Group Students Fund has been used to support an online orientation to introduce the Year1s to the Faculty of Dentistry. Newly matriculated freshmen had the opportunity to meet with their seniors and batchmates over ZOOM, and played many engaging and exciting games online to get to know each other better. Through the programme, the freshmen forged new friendships that would last them through their time in the Faculty and found out more about life as a dental undergraduate.

OFFERED CERTIFICATE IN COVID-19 SWABBING PROFICIENCY AND SWAB SITE COURSE

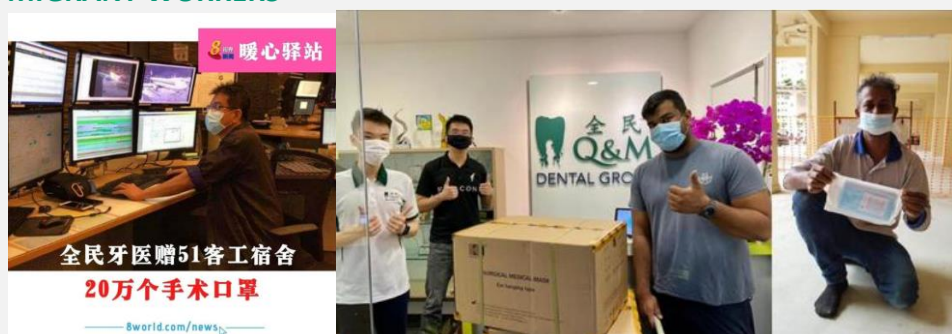
The 2-day course is to equip participants with knowledge of proper infection control and skills to perform AN (Anterior Nares), NP (Nasopharyngeal), OP-MT (Oropharyngeal Mid-turbinate) swabbing according to the Ministry of Health's protocol. The course consists of 7 modules (includes hands-on session and competency assessment where applicable).

OUR COMMUNITY

CORPORATE SOCIAL RESPONSIBILITIES (Cont'd)

2021
JUN

FEATURED IN 8 WORLD NEWS: DONATION OF 200,000 SURGICAL MASKS TO MIGRANT WORKERS



2021
AUG

LETTER OF APPRECIATION FROM CHAIRMAN ENGAGEMENT COMMITTEE



Q & M received a Letter of Appreciation from LTC Rudy Lim, CEC to thank our Group for our commitment to doing good in the community.

2021
OCT

LETTER OF APPRECIATION FROM PRESIDENT OF NUS, PROFESSOR TAN ENG CHYE

Our Group CEO received a letter of appreciation from president of NUS, for his gift of SGD \$118,000 towards the Chew Chong Lin Dental Bursary at the NUS Faculty of Dentistry.

FY2022 Targets

Moving forward, we will continue to give back to the community with our expertise by offering dental treatments and donating dental kits for underprivileged children and families for free. With the charity status awarded, we will be setting up a free dental clinic in the 2nd quarter of 2022. In addition, we have plans to plant 150 trees for the community and the environment.

OUR COMMUNITY

Data Privacy

We take data privacy seriously as they impact our patient's confidentiality, as such every patient's personal information is treated with respect and privacy at Q & M. With technological advancements to improve connectivity in the dental healthcare sector, increasing data security threats have made data security a key concern for our Group and our patients. With the rapid advances in technology, consumers are also increasingly concerned as to how their personal data is collected and used.

We have aligned our Personal Data Protection Policy ("PDPP") with the Personal Data Protection Act ("PDPA") 2012. Our PDPP includes procedures on responsible collection of personal data and authorised use of data collected. We have also appointed a Data Protection Officer ("DPO") to ensure that PDPP is in compliance with the laws and regulations in the region that we operate in. The DPO also monitor and update the PDPP if there are any new compliances regulations. For more details on our PDPP, please visit <https://qandm.com.sg/Privacy-Policy/EN>.

In our clinics, we have enforced measures to ensure that our patients' personal data are well-protected. With regards to our clinic system access, access have been granted to only authorised personnel to safeguard confidential patient information. We have also consistently sent out reminders to lock and log off their computers when they are away or if it is not in use. Furthermore, we have strengthened our IT security measures with firewalls and installation of anti-virus software in all computers to avoid any leakage of sensitive information. We will also ensure that patients' data are also kept secure within the respective clinic's premises, with access given dentists and nurses on need-to-know basis only.

In FY2021, we are pleased to report that there was no reported breach of PDPA. We will continue to monitor any new changes and update our PDPP to safeguard our patients' personal data.

FY2022 Targets

Moving forward, we target to maintain zero-reported incidents and will continue to seek for patients' consent when our patients register themselves with our clinics. We have also conducted the PDPA training in early 2022 to outline the rights provided under PDPA. We will continue to monitor and update our website if there are any changes to the policy.

OUR COMMUNITY

Innovation through Dentistry

A key part of our business strategy is driving stronger growth from the core and investing in innovation and technology. This includes innovation and developments through our pipeline of collaborations and system developments.

In collaboration with AI Singapore and a team from the International Medical University in Malaysia, our group has been developing a Dental Imaging Diagnostic and Clinical Decision Support System (the "System") since early 2019 that will assist in further improving data diagnosis through automatic radiographic interpretation and to form automated treatment plans based on current best practices.

With the assistance of the System, we are able to consistently and sustainably deliver ethical dental treatment plans with evidence-based diagnosis to patients which can avoid possible errors and biases caused by the traditional dental treatments plans. The sustainable standardisation which the System is able to provide will bring the dental industry to another level as patients will be provided with quality and consistent treatment plans. We are confident that the successful introduction of the System will further boost our Group's revenue and reputation and thus enhancing sustainable business. Currently, 25 dentists are allowed to use the AI Clinical Decision Support System ("CDSS") for non-clinical purpose.

A cloud-based Integrated Dental Management System ("IDMS") have been developed to facilitate patient and clinic management in an efficient way. A pilot trial run of IDMS has been initiated in our clinics in Malaysia.

Progress of AI Development

2021	Clinical trials have started <i>Q & M engaged UM (Universiti of Malaya) for clinical trials.</i>
APRIL 2021	Obtained ISO 13485:2016 certification <i>ISO 13485:2016 is a specific ISO standard for medical device quality management system.</i>
DECEMBER 2021	Obtained Special Access Route from HAS <i>Selected dentists are allowed to use AI Clinical Decision Support System ("CDSS") for non-clinical purpose.</i>
MARCH 2022	Passed surveillance audit in March 2022
MAY 2022	<i>IDMS has been successfully implemented at 87 Q & M clinics in Singapore.</i> <i>We are optimizing and re-training our AI model to improve its accuracy, to cover more dental problems, and to provide more significant insight to the dentists and patients.</i>

OUR COMMUNITY

Compliance

Anti-Corruption

Anti-corruption remains a key focus of our Group's vision and we would like to reiterate our strong commitment towards zero corruption, dishonesty and fraud. To uphold the highest standards of integrity, our Group implements strict policies to ensure all our staff comply with applicable regulations for the prevention of corruption. We have in place an Employee Handbook, which outlines the compliance guidelines relating to bribery, extortion, fraud and money laundering. This handbook was endorsed by Audit Committee ("AC") and approved by the Board.

Our Group has appointed personnel who serves as a Legal Counsel to oversee the implementation of the Prevention of Corruption policy. On top of that, under our Group's Whistle Blowing Policy, staff, patients and suppliers are strongly encouraged to report any suspicious activities they may encounter during the course of their work and interaction with Q & M and its partners without the fear of reprisals. Concerned matters will be directed to the AC members immediately. Under certain circumstances, disciplinary actions be taken accordingly.

Malaysia

As of FY2021, there was one (1) reported case of a dentist misappropriating payments received from patients after treatments and failing to register some of those patients. The misconduct was discovered through closed-circuit television ("CCTV") recording and subsequent inspection on clinic's documentation, including queue reports, electronic medical record ("EMR") data, sales invoice and receipts, and case notes from the clinic's existing patients. The incident is currently being investigated by the police and Ministry of Health in Malaysia. To deter current staff of Q & M of the consequences of such breach of duties, the General Manager has circulated an internal announcement regarding the incident and reminded all staff of the Group's stance against zero corruption, dishonesty and fraud.

FY2022 Target

For FY2022, we will impose strict supervision on dentists and clinic staff, especially those dealing with company's funds. We will also be conducting due diligence (to the extent possible) to find out staff' or management level's involvement in competing businesses (if any) and aim to report zero cases for FY2022.

Socioeconomic Compliance

Our Group is committed to working closely with government agencies and regulators to meet statutory and regulatory requirements in the regions where our Group has operations in. In FY2021, Q & M has no reported incidents of non-compliance with socio-economic laws and regulations, including licensing, workplace safety and radiation protection.

OUR COMMUNITY

Compliance (Cont'd)

FY2022 Target

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

OUR ENVIRONMENT

We recognise that conserving and protecting the environment for future generations is a critical issue and this is an important pillar in supporting our sustainability agenda. To manage our impact on the environment, we carried out best practices in resource consumption and waste management.

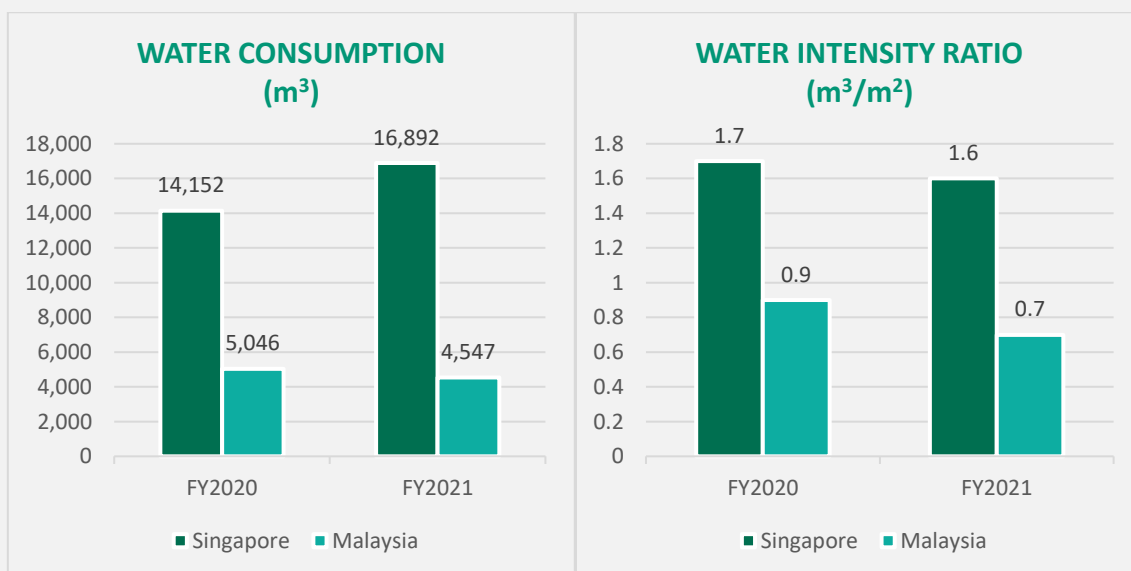
Water

Maintaining adequate supply of safe and clean water is critical in providing quality and efficient dental healthcare services and we regularly encourage our staff towards water conservation initiatives.

Our Group have emphasised the importance of water conservation through various initiatives such as:

- 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

In FY2021, water consumption has increased of around 19% in Singapore as we have acquired more clinics during the year. In retrospect, clinics in Malaysia, water consumption have decreased 10% due to the emphasis of water conservation initiatives implemented.



FY2022 Targets

We will continue to implement the above initiatives and explore other ways in maximising water efficiency. In addition, we will continue comply to water conservation guidelines and maintain water consumption according to current average and reasonable usage.

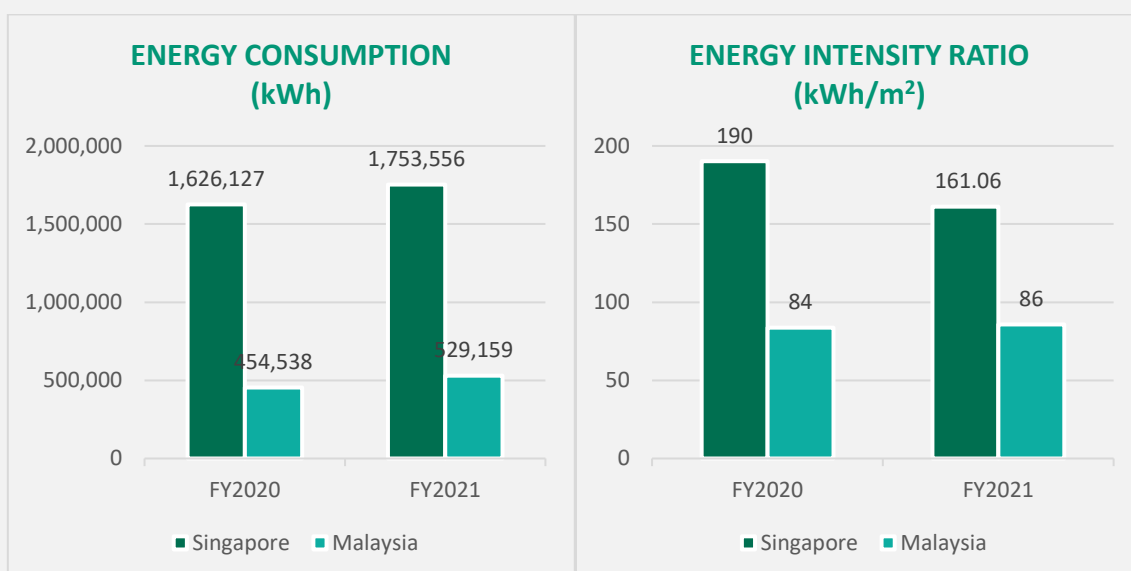
OUR ENVIRONMENT

Energy

In line with commitment towards environmental sustainability, we strive to conserve energy as much as possible to help reduce our carbon footprint. We have put in place energy-efficient measures such as:

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

In FY2021, electricity consumption has increased of around 8% in Singapore as there were newly acquired clinics during the year. In Malaysia, electricity consumption has increased around 16%.



FY2022 Targets

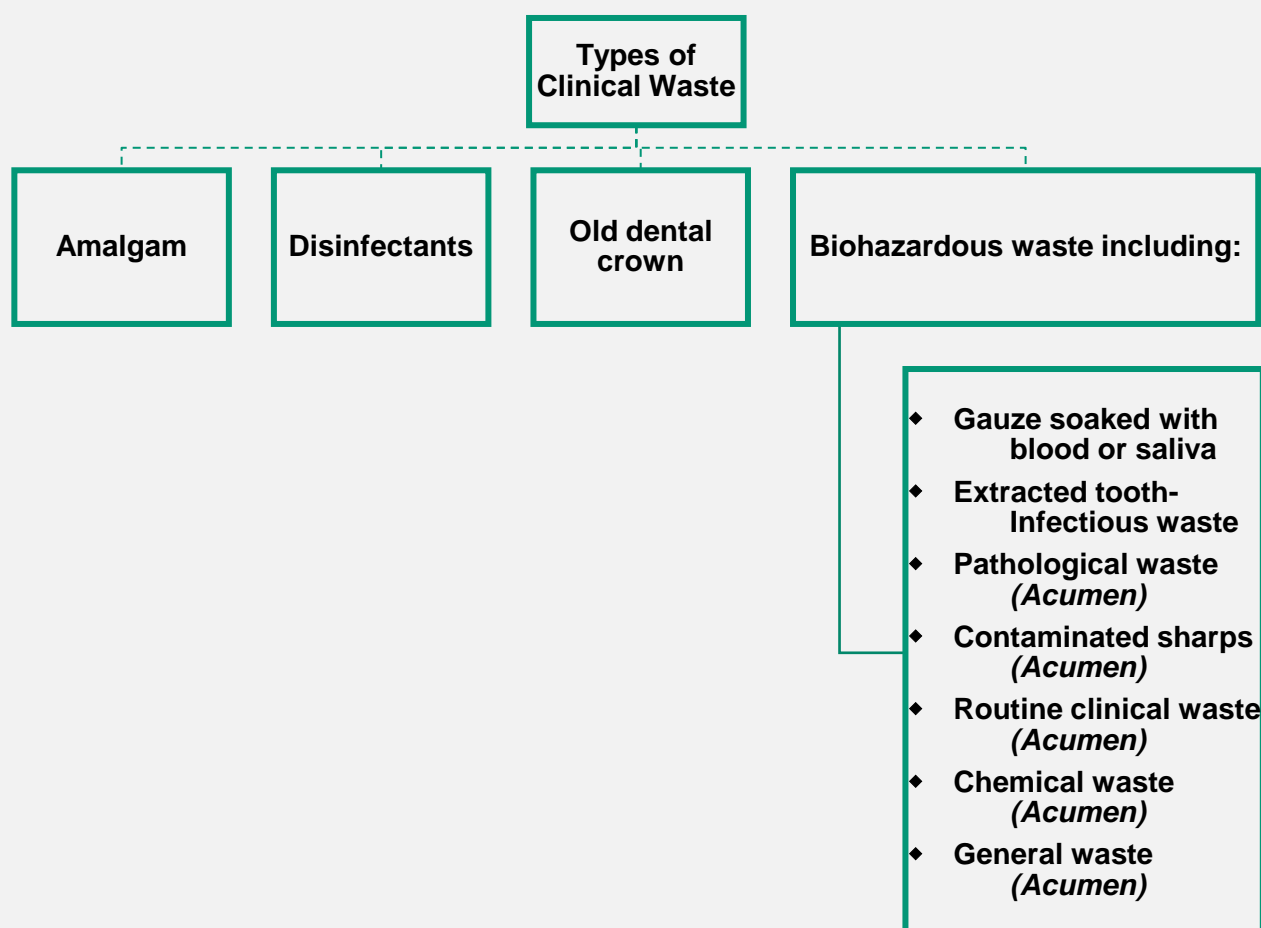
Moving forward, we will continue to implement the above initiatives and explore alternatives to minimise energy consumption. In addition, we will continue monitor our electricity consumption and target to have more initiatives to improve the efficiency of our energy consumption.

OUR ENVIRONMENT

Waste Management

At Q & M, clinical waste such as amalgam, disinfectants, biological waste, are produced along with general waste. It is important to practise proper waste disposal methods to prevent the spread of diseases or contribute to the pollution of the environment. We are committed in ensuring that proper waste management and disposal procedures are adhered to, to prevent potential health threats to our people, the community and the environment.

The below graph outlines the types of clinical waste handled by the Group:



Singapore

In adherence to the requirements outlined in the Private Hospital and Medical Clinics Act by the Ministry of Health, we have engaged licensed waste disposal suppliers from NEA's approved list of medical waste contractors to collect and dispose sharps and biohazardous waste.

Acumen engages Asia Medical Enviro Services Pte Ltd for biohazardous waste disposal including solid and liquid waste disposal. There are dedicated bins for sharps and general waste. Sharps are disposed in sharps bin and general waste are disposed off in the general trash bins.

OUR ENVIRONMENT

Waste Management (Cont'd)

Malaysia

In FY2021, we continued to follow the laws and guidelines from local authorities to ensure proper waste management. All new clinics were installed with refrigerated areas to store clinical waste prior to disposal.

In FY2021, we are pleased to announce that there were zero-cases of non-compliance with regulations relating to disposal of hazardous and non-hazardous waste reported.

FY2022 Targets

Moving forward, we will continue to look out for sustainable alternatives, to minimise clinical waste that would fill up landfills. We will also monitor the efficiency of clinical waste disposal and ensure that our waste-disposal contractors continue to observe the local laws and regulations, in line with our expectations and criteria.

OUR ENVIRONMENT

Supply Chain Management

The COVID-19 pandemic has impacted on the global supply chain, with the prolonged movement control in FY2021. Despite that, we strive to ensure a sustainable supply chain through maintaining relationships with our reputable suppliers and partners. In managing our supply chain, we are focused on 3 main areas:

Three Main Focus Areas:



Sustainable Sources

We are committed to identifying sustainable sources for our key materials. 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. During the pandemic, we experienced a longer delivery lead time and incurred higher shipping costs. To ensure that our dental clinics have sufficient supply to continue business operations, we stockpile a higher inventory stock to avoid disruptions to our business operations.

In Malaysia, the Group entered into a long-term agreement with AR Dental Sdn Bhd, one of the leading distributors in dental equipment and tools for our business operations.

During Movement Control Order 3.0 in Malaysia, our dental clinics had experienced delays in receiving dental supplies. However, the delays did not impede the clinic operations.



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.



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 bodies and abide by established ethical guidelines.

GLOBAL REPORTING INITIATIVE (GRI) CONTENT INDEX

GRI Standard	Disclosure	Page Reference and Reasons for Omission, if applicable
GENERAL DISCLOSURE		
GRI 102: General Disclosures	Organisational 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 5
	102-4 Location of operations	Page 5
	102-5 Ownership and legal form	Page 1
	102-6 Markets served	Page 6
	102-7 Scale of the organisation	Page 7
	102-8 Information on staff and other workers	Page 21-29
	102-9 Supply chain	Page 52
	102-10 Significant changes to the organisation and its supply chain	No significant changes
	102-11 Precautionary principle or approach	Page 15
	102-12 External initiatives	Page 38-43
	102-13 Membership of associations	Page 12
	Strategy	
	102-14 Statement from senior decision maker	Page 1-3
	Ethics and Integrity	
	102-16 Values, principles, standards, and norms of behaviour	Page 10
	Governance	
	102-18 Governance structure	Page 15-16
	Stakeholder Engagement	
	102-40 List of stakeholder groups	Page 17-18
	102-41 Collective bargaining agreements	Our Group do not have bargaining agreements
	102-42 Identifying and selecting stakeholders	Page 17-18
	102-43 Approach to stakeholder engagement	Page 17-18
	102-44 Key topics and concerns raised	Page 17-18
	Reporting Practice	
	102-45 Entities included in the consolidated financial statements	Page 4
	102-46 Defining report content and topic boundaries	Page 4
	102-47 List of material topics	Page 19-20
	102-48 Restatements of information	Not applicable
	102-49 Changes in reporting	Not applicable
	102-50 Reporting period	Page 4
102-51 Date of most recent report	31 May 2021	
102-52 Reporting cycle	Page 4	
102-53 Contact point for questions regarding the report	Page 4	
102-54 Claims of reporting in accordance with the GRI Standards	Page 4	
102-55 GRI content index	Page 53-56	
102-56 External assurance	Page 4	

GLOBAL REPORTING INITIATIVE (GRI) CONTENT 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 21-23
	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 45
	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 46-47
	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 49
	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	
	302-3 Energy intensity	
	302-4 Reduction of energy consumption	
Water		
GRI 103: Management Approach	103-1 Explanation of the material topic and its boundaries	Page 48
	103-2 The management approach and its components	
	103-3 Evaluation of the management approach	
GRI 303: Water	303-1 Interactions with water as a shared resource	
	303-2 Management of water discharge-related impacts	
Emission		
GRI 103: Management Approach	103-1 Explanation of the material topic and its boundaries	Page 49
	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	
	305-4 GHG emissions intensity	

GLOBAL REPORTING INITIATIVE (GRI) CONTENT 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 50-51	
	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		
	306-4 Transport of hazardous waste		
Environmental Compliance			
GRI 103: Management Approach	103-1 Explanation of the material topic and its boundaries	Page 50-51	
	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 21-24	
	103-2 The management approach and its components		
	103-3 Evaluation of the management approach		
GRI 401: Employment	401-1 New staff hires and staff turnover		
	401-2 Benefits provided to full-time staff that are not provided to temporary or part-time staff		
	401-3 Parental leave		
Occupational Health and Safety			
GRI 103: Management Approach	103-1 Explanation of the material topic and its boundaries	Page 30-32	
	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 33-37
	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 staff		
	404-2 Programs for upgrading staff skills and transition assistance programs		
	404-3 Percentage of staff receiving regular performance and career development reviews		

GLOBAL REPORTING INITIATIVE (GRI) CONTENT 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 25-29	
	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 staff		
Local Communities			
GRI 103: Management Approach	103-1 Explanation of the material topic and its boundaries		Page 38-43
	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 32	
	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 44	
	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 46-47
	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		