



全民
Q&M



SUSTAINABILITY REPORT 2022

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	16
Stakeholder Engagement	17
Material Assessment	19

Our People

Employment	21
Diversity and Equal Opportunity	27
Occupational Health and Safety	32
Training and Education	34

Our Community

Community Support through COVID-19	39
Data Privacy	43
Innovation through Dentistry	44
Compliance	46

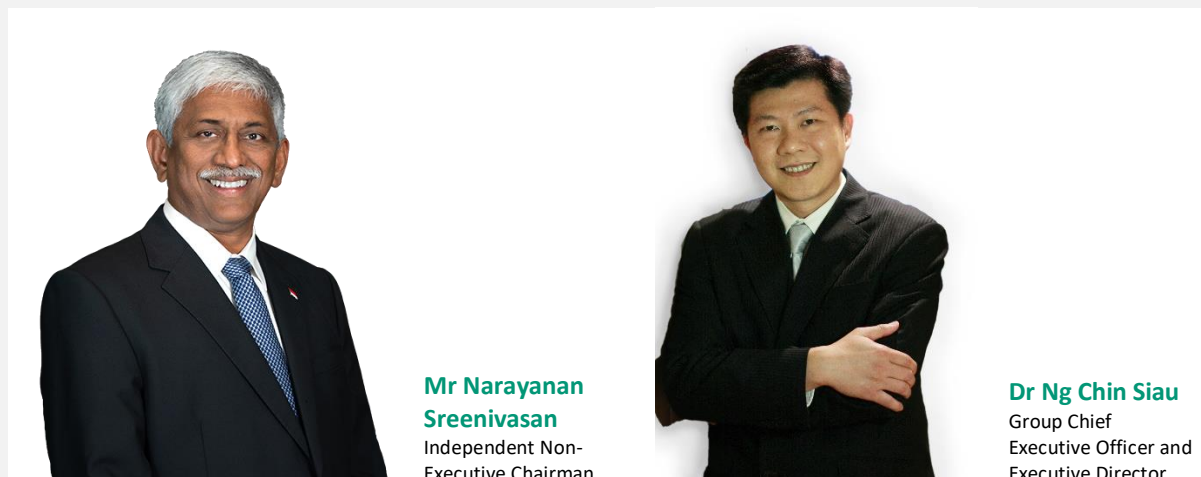
Our Environment

Water	48
Energy	49
Waste Management	50
Supply Chain Management	52

Global Reporting Initiative (GRI)

GRI Content Index	53
-------------------	----

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,

We are delighted to share with you the 2022 Sustainability Report of **Q & M Dental Group (Singapore) Limited and its subsidiaries (collectively referred to as "the Group", "we", "our" or "Q & M")**. This report highlights our commitment to integrating sustainability principles into our day-to-day business operations and practices. Furthermore, we monitor our advancements and achievements in incorporating vital aspects of sustainability such as environmental, social, and governance (ESG) considerations into our corporate values and strategy.

Corporate Philosophy, Vision, and Purpose

At the core of our corporate vision to become the top private dental healthcare group in the region lies Q & M's corporate values and purpose, which draw inspiration from Confucian teachings of 修身齐家治国平天下.

Our success as a group hinges on each individual's commitment to continuous learning, self-improvement, and pursuit of excellence. By achieving order in both their professional and personal lives, they contribute to the collective success of the Q & M family. Our business units and divisions work collaboratively towards our corporate goals, while we also prioritise aligning our stakeholders' interests with ours for the greater good of all. Upholding ethical standards, we ensure that our dental professionals design treatment plans that prioritise patients' well-being (修身) and that everyone in our organisation is treated with respect (齐家). This philosophy governs all aspects of our work, enabling us to work together effectively as a team (治国) and provide high-quality services to our patients (平天下). Our goal is to establish Q & M as a brand synonymous with excellence, value, and quality.

JOINT STATEMENT BY INDEPENDENT NON-EXECUTIVE CHAIRMAN AND GROUP CEO

Our pillars of sustainability

Our aim is to integrate the philosophy of 修身齐家治国平天下 into the everyday lives of our Group members. To achieve this, we have established a sustainability agenda built around these fundamental pillars that serve as the core of our Group's foundation.

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

Our progress is only possible because of the trust and confidence that is placed in our Group by our stakeholders.

Our People

Our goal is to foster an inclusive workplace where all individuals can contribute to Q & M and have equal opportunities. With over 50 dentists and dental assistants having served over a decade with us, we aim to continue attracting, recruiting, and developing talented individuals as we expand our workforce.

This year, we have examined the revision our Q & M Performance Share Plan, which was approved by our shareholders in 2018. The Plan awards eligible employees and directors with shares in the company's capital as an incentive to enhance their performance and maintain high levels of contribution. We aim to expand the Plan's coverage to include a greater number of the Group's key contributors, thereby increasing the likelihood of its success.

In June 2022, Q & M held its inaugural Scholarship and Bursary Award Ceremony to distribute financial support to eligible children of employees. A total of S\$50,000 was allocated for this purpose, and 16 children received awards during the ceremony. This recognition was a tremendous source of encouragement and validation for the recipients, particularly those who had earned merit records in their academic pursuits. As we move forward, we are excited to continue identifying and supporting deserving students in the future.

Our Community

Q & M has continued its commitment to giving back to the community by providing free dental healthcare services to those in need. We are proud to have continued our ongoing initiative of providing free wisdom tooth removal for foreign workers, which has already benefited numerous individuals who would otherwise not have had access to such services. In addition, we are delighted to have sponsored a total of 41 migrant workers with free dental treatment. This initiative has not only helped to improve the oral health of these individuals but has also provided them with a sense of care and support from the community.

After receiving the charity status, we are excited to announce that we will be taking our efforts to the next level by establishing a free dental clinic located in Chai Chee in July 2023. This

JOINT STATEMENT BY INDEPENDENT NON-EXECUTIVE CHAIRMAN AND GROUP CEO

clinic will provide essential dental healthcare services to underprivileged individuals who would otherwise not have access to such care.

We hope that the establishment of this clinic will be a step towards fostering a healthier and more equitable society, where everyone has the opportunity to lead a fulfilling and healthy life. We look forward to serving the community through this initiative and continuing to make a positive impact on the lives of those in need.

Our Environment

Singapore is globally recognised as being one of the most eco-friendly cities in the world. However, this achievement was not by accident but by our persistent conservation and greening efforts over the past few decades. The vision for a City in Nature aims to reintroduce nature into our urban setting and is a crucial component of the Singapore Green Plan 2030.

As part of our initiative to promote eco-friendly practices and instill environmental awareness which is an important pillar in supporting our sustainability agenda, Q & M embarked on the "Plant-a-Tree" Programme organized by the Garden City Fund. We kick-started our involvement in NParks' OneMillionTrees Movement by planting 50 trees at Whampoa Park on 8 June 2022. The trees were part of a donation of 150 trees by the Group and CEO Dr. Ng Chin Siau to support this national tree-planting endeavour. We remain committed to planting the remaining trees by the end of FY2023.

It is gratifying to witness Q & M taking a proactive role in supporting this vision as a valuable partner, as tree planting provides numerous benefits such as temperature reduction, shading, air and water purification, oxygen release, and the provision of wildlife habitats. We are happy our efforts in planting trees not only contribute to the network of parks across the island but also promote the use of green spaces for recreation, fitness, and relaxation.

Appreciation

Q & M Group would like to express our gratitude to our committed team who have persevered through these challenging times. We extend our heartfelt thanks to our dentists, dental assistants, and HQ supporting staff, who have played a crucial role in bringing smiles to our patients.

To our stakeholders, we want to reaffirm our unwavering commitment to emerge stronger from this period and continue to provide exceptional dental healthcare services with the highest level of quality. We remain dedicated to upholding our standards and delivering the best possible care to all our patients.

Once again, we thank our team for their tireless efforts, and we look forward to working together to provide outstanding dental healthcare services for our patients.

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. This report includes primary components of a sustainability report on a “comply or explain” basis. The Group has opted to adopt the “explain” basis approach for the inclusion of the climate-related disclosures in our sustainability approach, as we are still in the midst of familiarising ourselves with the recommendations of the Taskforce for Climate-related Financial Disclosures (“TCFD”) to incorporate them in future sustainability reports. However, as Q & M is not considered one of the TCFD-identified sectors, TCFD reporting is not mandatory this year.

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, specifically the GRI 2021 Standards 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.

We welcome and value your feedback on this report and any possible areas of improvement in our sustainability performance at QandM@QandM.com.sg. 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 of utmost importance to stakeholders

Stakeholder Inclusiveness: Responding to our stakeholders’ expectation

Sustainability Context: Presenting our 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 2022 to 31 December 2022 (“FY2022”) across Singapore, Malaysia and the People’s Republic of China (“PRC”), comprising:

- 107 dental outlets (within Singapore);
- 45 dental clinics (outside Singapore);
- 5 medical clinics;
- 1 dental college;
- 1 medical diagnostics laboratory
- 2 dental supplies and equipment distribution companies (1 in Singapore, 1 in Malaysia)

ABOUT Q & M

Q & M DENTAL GROUP

Q & M Dental Group (Singapore) Limited (QC7.SI) (“Q & M” or together with its subsidiaries, the “Group”) is a leading private dental healthcare group in Asia.

Q & M owns the largest network of private dental outlets in Singapore, operating 107 dental outlets across the country. Underpinned by about 270 experienced dentists and over 350 supporting staff, the Group sees an average of 42,000 patient visits a month in Singapore. The Group also operates 5 medical clinics and a dental supplies and equipment distribution company.

Outside of Singapore, the Group has 44 dental clinics and a dental supplies and equipment distribution company in Malaysia, as well as a dental clinic in the People’s Republic of China (“PRC”). Q & M is also the substantial shareholder of Aoxin Q & M Dental Group Limited (SGX:1D4), a dental group listed on the Catalist board of the Singapore Exchange Securities Trading Limited (“SGX- ST”) that operates dental clinics and hospitals primarily in the north-eastern region of the PRC. The Group aims to expand its operations geographically and vertically through the value chain in Malaysia, the PRC and potentially within the ASEAN region.

In 2019, Q & M founded the Q & M College of Dentistry (“College”), which offers postgraduate dental education to support the ongoing education and professional development of dentists. The College offers Singapore's first private postgraduate diploma program in clinical dentistry.

In 2020, the Group expanded into the medical laboratories and research industry with the strategic investment into Acumen Diagnostics Pte. Ltd. (“Acumen”). In the past few years, Acumen played an important role in the nation’s fight against Covid-19, as one of the few licensed medical laboratories for Covid-19 diagnostics in Singapore. Moving on from Covid-19, the diagnostic laboratory is currently focused on commercialising its panel of PCR-based diagnostic testing for conditions such as sepsis, human papillomavirus (HPV) and colon cancer for the private sector clinics and hospitals in Singapore.

EM2AI Pte. Ltd. (“EM2AI”), a wholly owned subsidiary of the Group that focuses on developing AI powered solutions, has rolled out a cloud-based Integrated Dental Management System (“IDMS”) that facilitates patients and clinic management in an efficient way. A Q & M Patient App integrated with IDMS is also being developed to enhance patients’ experience. From October 2022, EM2AI had also deployed its AI Detection module throughout the Group’s dental clinics in Singapore and Malaysia. In addition, the AI-Guided Ethical Clinical Decision Support System is currently undergoing trials by selected dentists of the Group.

The Group was listed on the Mainboard of the SGX- ST on 26 November 2009.

For more information on the Group, please visit: www.QandMDental.com.sg

ABOUT Q & M

OUR VISION & CORPORATE PURPOSE



OUR PHILOSOPHY

Our philosophy revolves around Confucius' teachings of 修身齐家治国平天下

• 修身 •

Improving oneself

• 齐家 •

Unity and alignment of the Q & M family

• 治国 •

Corporate and stakeholders' interests are aligned – the Q & M family complies with the rules and regulations set out by the relevant authorities as well as Q & M's internal protocols

• 平天下 •

Everyone is well-treated, including patients, doctors, nurses, management, and shareholders. Peace and harmony

OUR CORE VALUES

忠 Loyalty	信 Truthfulness	礼 Respect	义 Righteousness	廉 Integrity
Cultivate loyalty among Q & M family, to further enhance our people's engagement and participation level	To have trust among colleagues, work as a team and making sure all information conveyed to patient is true and accurate	To foster a sense of respect among Q & M staff and all stakeholders, ensuring physical and psychological well-being	To foster strong ties with everyone, always keep the company in mind throughout our day-to-day decision-making processes	To have strong sense of ethics and morals in daily operation

ABOUT Q & M

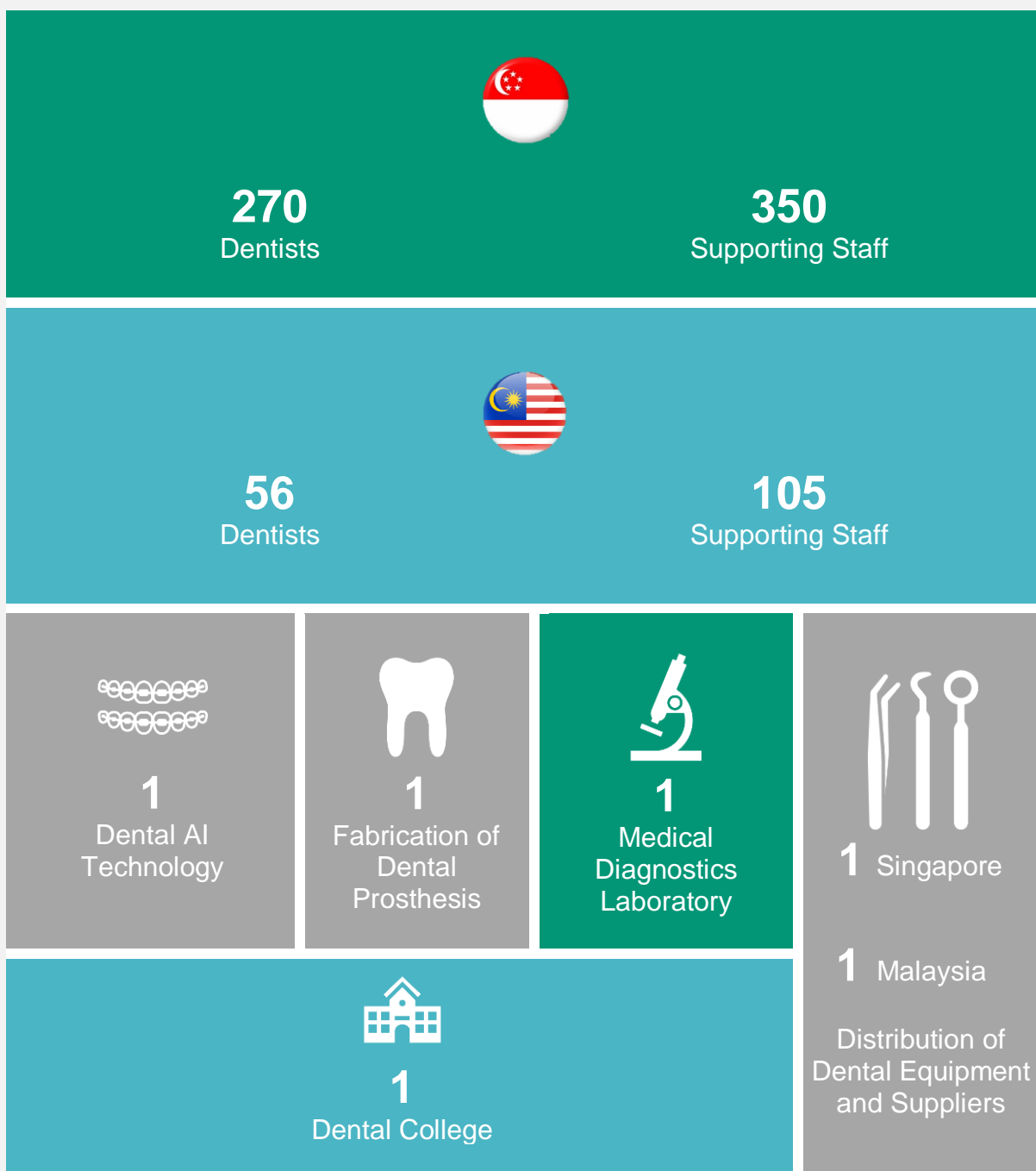
Q & M DENTAL GROUP DENTAL CLINICS LOCATION



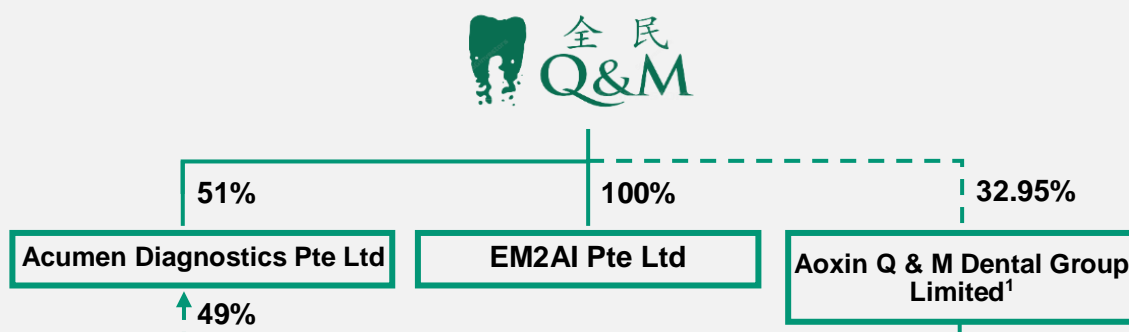
ABOUT Q & M



FY2022 KEY INFORMATION



ABOUT Q & M GROUP STRUCTURE



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

SINGAPORE

Our Group has 107 outlets as of 31 December 2022. With the immense support of about 270 experienced dentists and close to 350 supporting staff, we can reach out to an average of 42,000 patients a month in Singapore.

MALAYSIA

Our Group currently operates 44 clinics throughout Malaysia, including 6 newly opened dental clinics. The locations of the dental clinics in Malaysia include states such as Johor, Selangor, Kuala Lumpur and Malacca.

BUSINESS STRUCTURE



Our Subsidiaries



Q & M Extended Family



ABOUT Q & M



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

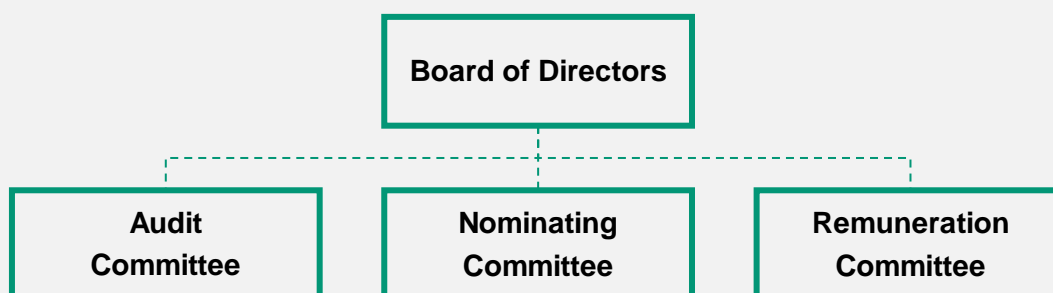


**MR CHIK WAI CHIEW
(ZHI WEICHAO)**
Non-Independent Non-Executive
Director



MR TAN TECK KOON
Independent Non-Executive
Director

BOARD'S ORGANISATION CHART



The importance of sustainability in achieving long-term enterprise growth is acknowledged by both the Board and management as a critical component of our corporate strategy. As such, both parties hold significant responsibility in managing the Group's ESG-related risks and opportunities. Additionally, in compliance with SGX's new mandate, all Directors will undergo mandatory sustainability training during FY2022.

ABOUT Q & M AWARDS AND ACCOLADES

Professionals in our team are dedicated to delivering high-quality services that match our patient's needs while ensuring their 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 FY2022, we are proud to announce that Q & M Dental group has been conferred with several awards, including:



Invisalign's Red Diamond Provider 2022

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



SIAS Investors' Choice Awards 2022 Winner of Most Transparent Company Award - Healthcare



National Award (Covid-19) *Presidents Certificate of Commendation (Covid-19)*



Champions of Good 2022

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 (Elected members & Continuing Professional Education Committee)	Prosthodontic Society Singapore	Society of Periodontology Singapore	Society of Endodontists Singapore
	 SINGAPORE BUSINESS FEDERATION Apex Business Chamber		 SID SINGAPORE INSTITUTE OF DIRECTORS
Association of Oral & Maxillofacial Surgeons Singapore	Singapore Business Federation	Singapore Chinese Chamber of Commerce & Industry	Singapore Institute of Directors
			
Certified Public Accountants (Australia)	Institute of Singapore Chartered Accountants	Association of Chartered Certified Accountants (UK)	

ABOUT Q & M

SUSTAINABILITY HIGHLIGHTS TIMELINE



BB CARES Outreach Programme

- Ongoing development process of 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

2018

- Established EM2AI (*f.k.a Q & M Dental AI Pte. Ltd*) for the development of artificial intelligence (“AI”) in dentistry
- Incorporated the Q & M College of Dentistry that offers premier post-graduate continuing dental education programmes
- 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 marks to migrant workers

2021



Wisdom tooth removal project for Foreign Domestic Workers



NParks' "OneMillionTrees Movement"

2022

- Q & M celebrated its 25th anniversary by planting the first 50 trees out of the 150 they had committed to plant at Whampoa Park by the end of this year, in partnership with NParks' "OneMillionTrees Movement".
- In June 2022, 23 Q & M dentists and nurses volunteered their expertise and time in collaboration with the Foreign Worker Association ("FAST") to provide free wisdom teeth removal for 150 foreign 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 philosophy, 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 a responsible dental healthcare group.



Our organisation's approach to sustainability and material ESG issues are overseen by both the Group's Audit Committee and our Sustainability Task Force, which is led by the Chief Executive Officer and Chief Operating Officer. They are responsible for overseeing the implementation of the organisation-wide sustainability strategy and managing material ESG topics. Additionally, our Sustainability Task Force provides annual updates to the Board.





We are committed to adhering to the Code of Corporate Governance 2018, which emphasises the principles of accountability, transparency, and sustainability in our business practices. We believe that good corporate governance is essential to effectively directing and managing our business affairs and achieving long-term shareholder value. To this end, we have established policies and procedures on conflict of interest, whistleblowing, and a Code of Conduct that all staff must follow to fulfill their duties responsibly and professionally. We maintain a "zero tolerance" policy for corrupt and dishonest practices, including acts of bribery. Our staff are expected to report any concerns or unethical behaviour following our anti-corruption and conflict of interest policies.

The Board of Directors regularly reviews our governance practices and policies to ensure they are appropriate and effective. As we strive to maintain a culture of personal and corporate integrity, we aim to eliminate any reported business malpractices.

STAKEHOLDER ENGAGEMENT






Our Stakeholders

Establishing strong connections with our stakeholders is critical to our growth and success. Our engagement with various 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)

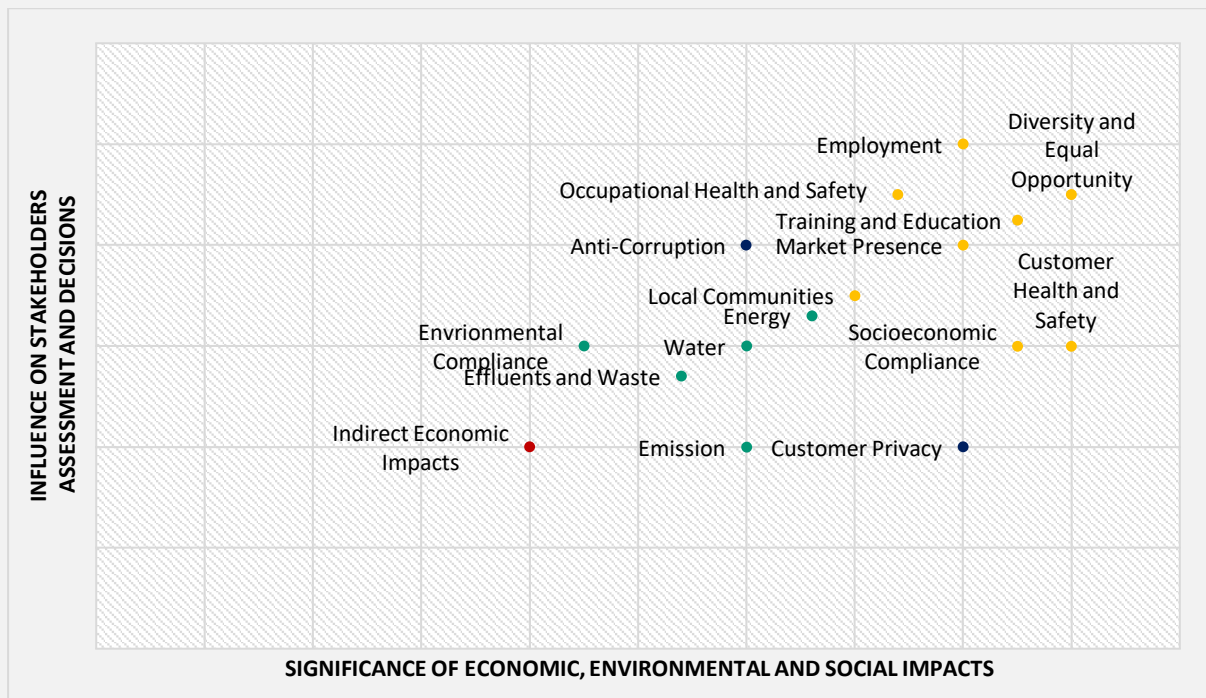
Stakeholder Group	Stakeholders Expectations	Methods of Engagement	Frequency
 <p>SHAREHOLDERS AND INVESTORS</p>	<ul style="list-style-type: none"> Equity returns and investment yields Compliance with local healthcare and facilities regulations 	<ul style="list-style-type: none"> SGX quarterly announcements Annual reports Investor relations management Annual/Extraordinary general meeting 	Annually/ Quarterly
 <p>GOVERNMENT AND REGULATORS</p>	<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
 <p>COMMUNITY</p>	<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
 <p>SUPPLIERS</p>	<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
 <p>CORPORATE SOCIAL RESPONSIBILITY COMMITTEE</p>	<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

Our ESG strategy is informed by the materiality assessment process, which guides us in allocating resources towards generating sustainable value for our stakeholders over the long run.

Back in FY2021, we gathered feedback from both internal and external stakeholders, and subsequently collated the feedback to assess if the key topics identified in this report continue to have a significant impact on the economic, environmental and/or social aspects of our business.

After reviewing the reported topics, we have determined that our priorities for FY2022 remain the same. There were no additional topics identified. We will continue to remain open to feedback from our stakeholders and revise the key material topics if there are material changes to the operations of the Group. The following table summarises the list of relevant sustainability topics and ranking results.



Legend	
■	Governance
■	Social
■	Environment
■	Economic

MATERIALITY ASSESSMENT

Key Material Topics Overview

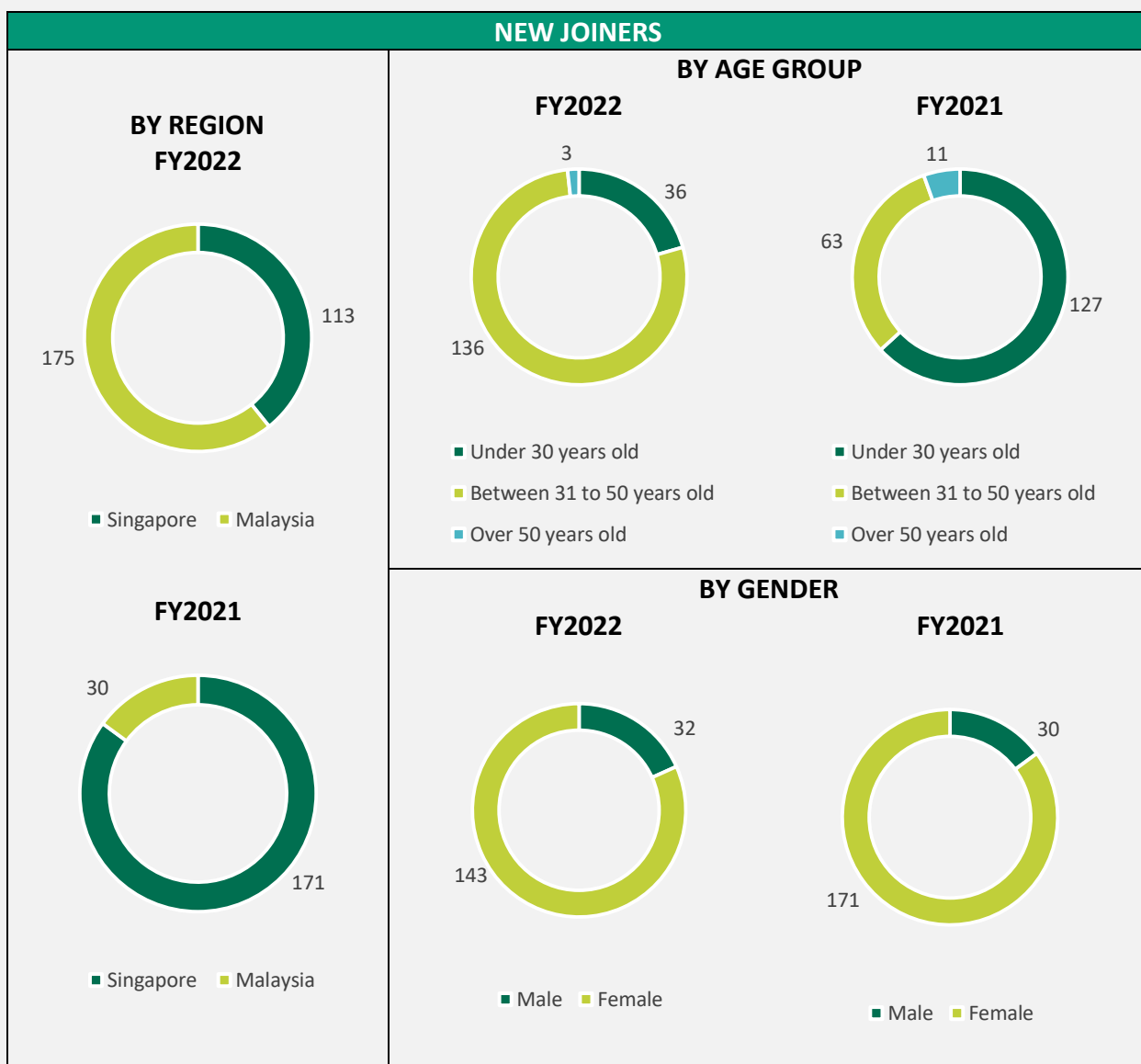
Our People <i>Improve oneself; Unity and Alignment of the Q & M Family</i>	Our Community <i>Alignment of Stakeholder's interest, continual improvement and well being for all</i>	Our Environment <i>Create shareholder and societal value while we reduce our environmental footprint</i>
<ul style="list-style-type: 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 that align with our values.

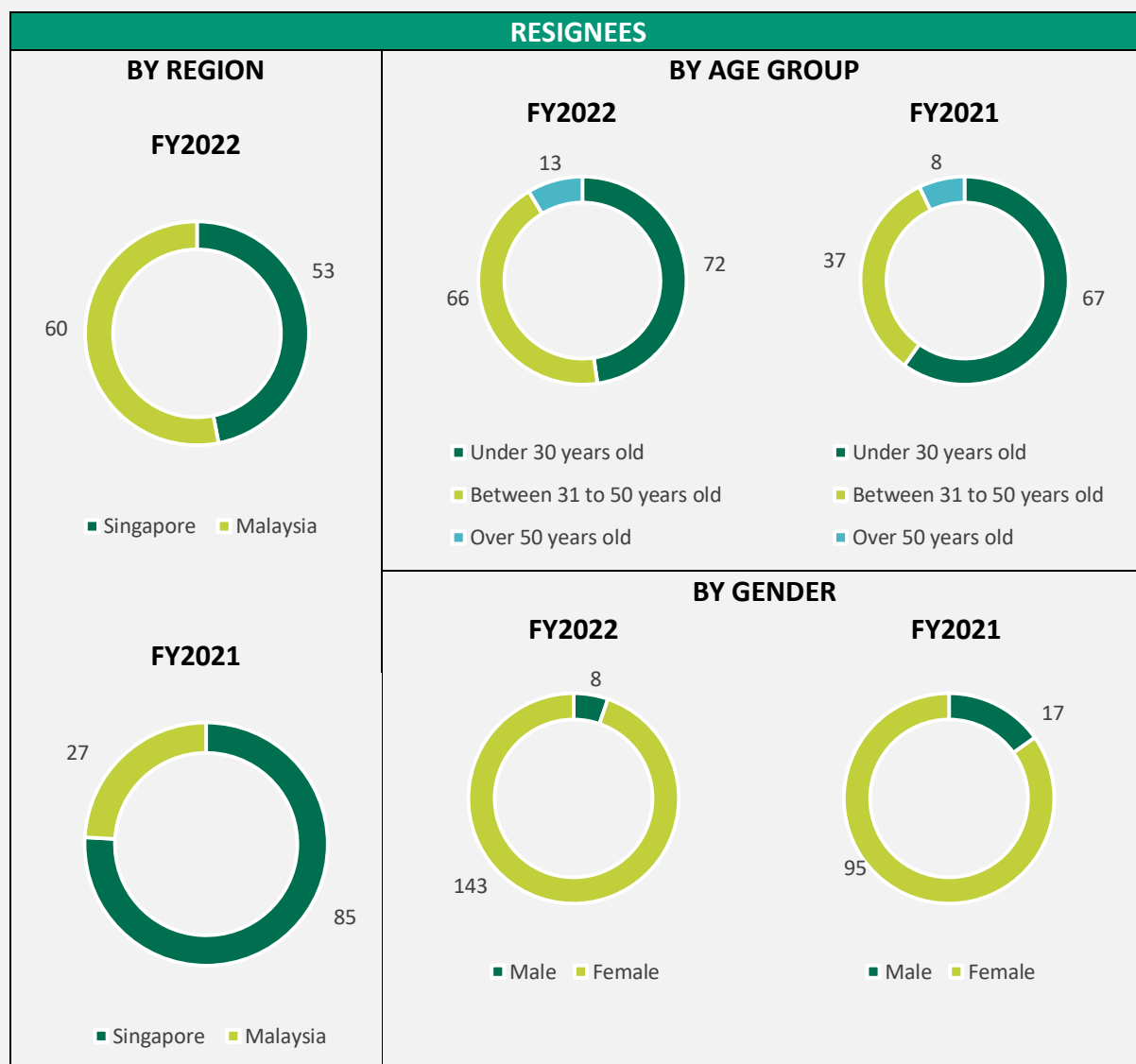
We have fair and just recruitment and performance appraisal processes. The hiring and promotion of our staff is always based on aptitude, regardless of race, age, gender, religion, or nationality. Aside from traditional recruitment media such as online job portals and walk-in applications to clinics, 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.

A breakdown of newly joined employees by region, age group and by gender for FY2022 and FY2021, is as follows:



OUR PEOPLE EMPLOYMENT (CONT'D)

A breakdown of employees who left the organisation in FY2022 and FY2021, by age group and by gender, is as follows:






OUR PEOPLE EMPLOYMENT (CONT'D)

We prioritise the well-being of our employees as they are the most valuable resource of our organization. To ensure their welfare, we offer fair employment practices, competitive benefits, and reward systems. Our remuneration package strictly abides to the local laws and regulations.

FULL TIME STAFF BENEFITS

 HEALTH	 LEAVE ENTITLEMENTS	 OTHERS
SINGAPORE		
<ul style="list-style-type: none"> • Reimbursed visits to General Medical and Dental Practitioners • 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 • Other leave benefits such as Birthday leave, marriage leave, Compassionate leave 	<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 • Scholarship & Bursary Award to our employees' children • Half-yearly bonding activities organised by Cluster heads • Retention Incentives for clinics

OUR PEOPLE EMPLOYMENT (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 Employee 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 FY2022	100%	100%
Percentage of staff that are hired from the local community in FY2022	100%	100%

PATERNITY AND MATERNITY LEAVE

	SINGAPORE		
	MALE	FEMALE	TOTAL
Number of team members entitled to parental leave	1	16	17
Number of team members who took parental leave	1	16	17
Number of team members who returned to work after parental leave ended	1	14	15
Number of team members who returned to work after parental leave ended and were still employed after 12 months	1	14	15
Return to work rate (%)	100%	88%	88%
Retention rate (%)	100%	88%	88%

OUR PEOPLE EMPLOYMENT (CONT'D)

PATERNITY AND MATERNITY LEAVE (Cont'd)

PATERNITY AND MATERNITY LEAVE TAKEN IN FY2022	MALAYSIA		
	MALE	FEMALE	TOTAL
Number of team members entitled to parental leave	0	2	2
Number of team members who took parental leave	0	2	2
Number of team members who returned to work after parental leave ended	0	2	2
Number of team members who returned to work after parental leave ended and were still employed after 12 months	0	2	2
Return to work rate (%)	N/A	100%	100%
Retention rate (%)	N/A	100%	100%

Amendments to the Q & M Performance Share Plan 2018

In 2018, the Group's shareholders adopted the Q & M Performance Share Plan, which allows eligible employees and directors to receive shares in the company's capital as an incentive to optimise their performance and maintain high levels of contribution. The Plan also aims to motivate high-performing individuals who are integral to the Group and drive long-term shareholder value. Additionally, it serves as a tool to recruit and retain talented senior dentists and reward them for individual and Group performance.

However, currently, only Group employees and directors are eligible to participate, which excludes a majority of the Group's key contributors, who are dentists. Many of these dentists are engaged by the Group as independent contractors and have not been able to participate in the Plan despite being essential contributors to the Group's success. Therefore, the Proposed Amendment aims to allow the Group to fully realise the Plan's rationale by including these key contributors.

Strategy for Organic Growth

Q & M will focus on its operations in Singapore and has initiated a strategy of intensive organic growth for its dental clinics in Singapore. This plan entails expanding increasing the number of clinics, as well as improving utilisation of professional staff, optimising the use of existing clinics and improving profit margins. Additionally, the group remains on the lookout for opportunities to expand its dental business in Southeast Asian countries.

In FY2022, the Group has expanded our network of clinics, with an additional 10 clinics in Singapore and 6 clinics in Malaysia. To support our expansion plans, we have recruited and kept our employment pool at 270 dentists in FY2022 as of December 2022.

OUR PEOPLE EMPLOYMENT (CONT'D)

FY2023 Targets

The welfare of our employees is highly valued by our company, which has recently conducted a review of their benefits. In order to enhance the support provided to our employees, we have made enhancements to our existing benefits package and implemented new initiatives.

These include the provision of scholarships and bursaries for the children of our staff who are still in school, as well as team-bonding activities aimed at promoting a stronger sense of unity and collaboration among our team members. We are committed to maintaining a diverse workforce and will actively seek out and hire individuals from a range of backgrounds.

OUR PEOPLE

DIVERSITY AND EQUAL OPPORTUNITY

At our company, we believe in providing equal opportunities in recruitment and career development in our company, with a commitment to the principles of meritocracy. Our staff are evaluated solely based on their skills, abilities, and performance, without discrimination based on gender, race, class, nationality, or sexual orientation. We adhere to the five principles of the Tripartite Alliance for Fair and Progressive Employment Practices (TAFEP) in Singapore and comply with all relevant laws and regulations in the countries where we operate.

The Company's diversity policy emphasises the need for the Board to have a balanced mix of skills, knowledge, experience, and perspectives suitable for the business. The Nomination Committee will consider all aspects of diversity, including background, experience, gender, age, and other relevant factors, when reviewing Board composition and succession planning. The current Board size is deemed appropriate for decision-making, given the Group's operations. The Board comprises individuals of diverse gender, age, skills, and knowledge, including legal and accounting expertise, and collectively brings a broad range of perspectives.

BOARD DIVERSITY BY GENDER	FY2022
	SINGAPORE
Male	6
Female	1

BOARD DIVERSITY BY AGE GROUP	FY2022
	SINGAPORE
Under 30 years old	0
Between 31 to 50 years old	0
Over 50 years old	7

BOARD DIVERSITY BY RACE	FY2022
	SINGAPORE
Chinese	6
Indian	1

OUR PEOPLE

DIVERSITY AND EQUAL OPPORTUNITY (CONT'D)

WORKFORCE BY GENDER¹

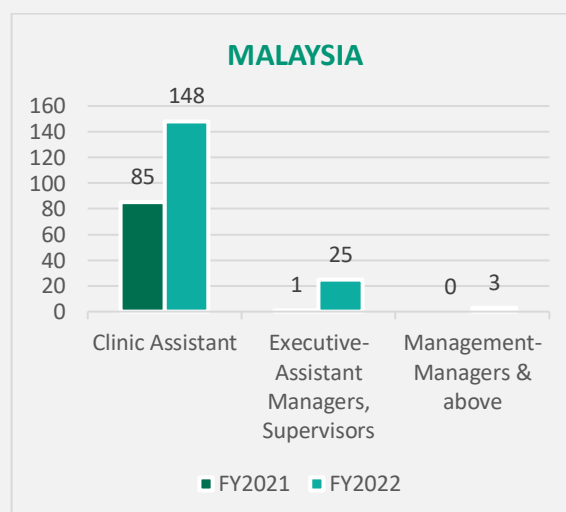
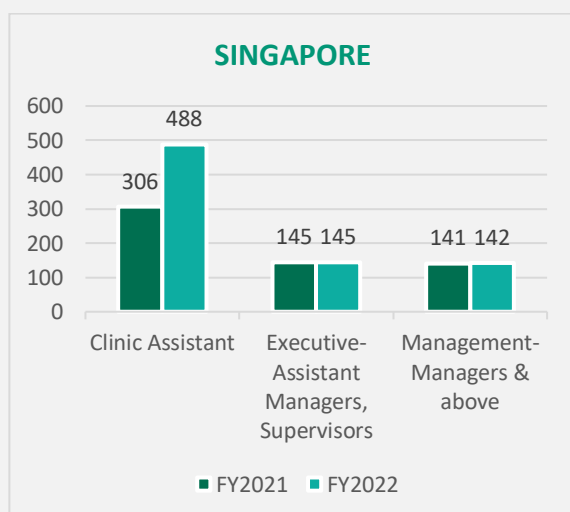
SINGAPORE



MALAYSIA



EMPLOYMENT BY CATEGORY



EMPLOYMENT BY CATEGORY, BY GENDER	SINGAPORE			
	FY2021		FY2022	
	MALE	FEMALE	MALE	FEMALE
Clinic Assistant	19	287	68	420
Executive- Assistant Manager, Supervisor	22	123	15	130
Management Level- Manager & above	66	75	64	78

¹ We have restated the gender breakdown of our Singapore employees to correct an error made in our previous sustainability report for FY2021. As a result, there has been a change in our male-to-female gender ratio for FY2021.

OUR PEOPLE

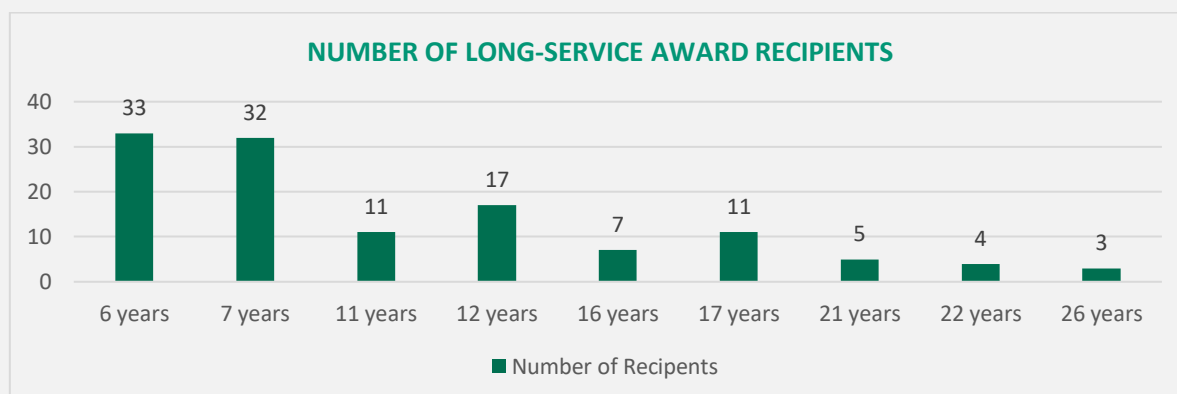
DIVERSITY AND EQUAL OPPORTUNITY (CONT'D)

EMPLOYMENT BY CATEGORY, BY GENDER	MALAYSIA			
	FY2021		FY2022	
	MALE	FEMALE	MALE	FEMALE
Clinic Assistant	1	84	41	107
Executive- Assistant Manager, Supervisor	1	0	13	12
Management Level- Manager & above	0	0	3	0

As part of our organisation's commitment to ensuring high-quality performance, we conduct annual performance appraisals with each staff member and their respective reporting supervisor. These performance evaluations are designed to comprehensively review the employee's work throughout the year, identifying areas of strength and areas in need of improvement.

We also adhere to our Human Resource Policy which emphasises the use of performance-based measures for evaluating staff members and determining appropriate compensation. This approach ensures that our organization remains competitive and supports employees in reaching their full potential. We believe that by using these metrics to evaluate employee performance, we can ensure that all staff members are held to the same standard of excellence, which in turn contributes to a culture of continuous learning and improvement.

In FY2022, 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

"As a young professional looking to jumpstart their career, I am impressed by the level of responsibility and trust that has been placed on Management Associate. During my stint in Q & M Dental, I could tailor my rotations and responsibilities to my interests and career goals, which allows a more fulfilling experience, the direct support and resources provided, creates an environment that foster continuous growth and learning.

Overall, it is clear that the company prioritize the development and growth of their employees, and provide an environment that encourages collaboration, innovation, and continuous improvement."

Wang Yong Chang, Management Associate

"After leaving the public sector, I have been blessed to be hired by Q & M dental as an associate dentist. Throughout the years of service with the company, I have been able to provide quality dental care to my patients every single day. This would not have been possible without the exemplary servant leadership qualities exhibited by Dr Ng Chin Siau and his team. The entire leadership team has always placed patient and employee's wellbeing of utmost importance.

Q & M has also provided me with a well-structured in-house continual education curriculum through the Q & M dental college which allows me to continually upgrade my skills to better serve my patients.

Throughout the years, Q & M has also provided ample leadership opportunities. Taking on this role of clinic manager has honed my leadership and interpersonal skills.

I also take heart in the environmental sustainability initiatives taken by the company. Most of our clinics have transited from the usage of plastic bags to paper bags. We are also in the process of digitalisation whereby conventional impression materials for mould taking in the clinic would soon be converted to an environmentally friendly 3D scan which would also be more comfortable for patients.

All in all, Q & M has been like family to me, and I can definitely foresee myself working here for the rest of my career."

Dr Roy Ng Jian Tong, Dentist

OUR PEOPLE

DIVERSITY AND EQUAL OPPORTUNITY (CONT'D)

Let's Hear from our Employees

"I'm proud to say that I've spent the last decade at Q & M, and it's been an incredible journey. I started as a marketing executive and have since progressed to become a senior marketing manager, a position I hold with great pride. Over the years, I'm glad to have the privilege of working on several exciting projects that have helped me grow both personally and professionally. I've also been able to expand my knowledge in digital marketing by spearheading the company's social media strategy. These experiences have not only made me a better marketer but also allowed me to contribute meaningfully to the company's growth. I'm grateful to Q & M for providing me with such opportunities. Thank you, Q & M!"

Jess Chang, Senior Marketing Manager

"I started working in Q & M on Feb 2010 as a Dental Assistant. My journey was rough in the beginning. It was a challenge as a foreigner because I am away from home. But as time goes by, I enjoyed and relished the experiences especially the doctors teaching. They're awesome and helpful during my endeavours. It is a great pleasure in serving patients, assisting doctors and helping colleagues. Even though there are some language barriers, the environment in the clinic persevere me to stay. I love Q & M! The company nourished my career as Dental Assistant turned to DIC, Assistant AM and now as Area Manager.

In the past few years until now, I have shared my knowledge and experiences to my younger colleagues. Encouraging them to create a career in Q & M, there is always career progression opportunities. Q & M will always show support and benevolent. Loyalty! Teamwork! Treat each other well! Huat ah!"

Mars, Area Manager

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

At Q & M, our steadfast commitment to prioritising health and safety in the workplace involves anticipating and identifying potential hazards that could compromise the well-being of our staff, dentists, patients, and visitors.

Our Group employs an incident and injury reporting mechanism that provides a framework for our staff to evaluate the severity of injuries and report them appropriately, enabling injured staff to receive timely medical care. These reports assist us in identifying and addressing potential hazards before they result in costly or tragic incidents. If a workplace injury occurs, the staff member involved must notify their immediate supervisor as soon as possible. Any faulty equipment or instruments that endanger workplace safety will be rectified, removed, or replaced.

Singapore

The Group complies with all the relevant legislation and regulations in Singapore, which includes the Workplace Safety and Health Act by the Ministry of Manpower; the 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, e.g., on disposal of biohazardous wastes. Besides, our Group has established a Health and Safety policy which includes procedures on the handling of bio-hazardous waste.

Our Group's Operations Taskforce, which is headed by our General Manager, Mdm Foo Siew Juan, and the team comprises our subsidiary, Quantumleap. The Taskforce team monitors the inspection and renewal of the applicable licenses of our equipment and facilities, to ensure that we comply with the relevant laws. Semi-annually, the Taskforce team conducts 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 with the relevant regulations to ensure a safe environment for all.

To promote a safe and healthy work environment, we offer our employees access to a range of health and occupational health services. These include the appointment of MHC Asia Group as the Company's panel of medical doctors, as well as medical clinics located within our Q & M Dental Group or approved public medical institutions such as polyclinics and restructured hospitals. To uphold our commitment to treating all individuals with fairness and ensuring their well-being, all staff members, including foreign workers, are covered by a Group Hospitalisation & Surgical Plan. Additionally, our employees receive flexible medical benefits which can be used to visit Traditional Chinese Medicine, physiotherapy, chiropractic care and mental wellness clinics.

During FY2022, there were 8 instances of minor and non-lethal workplace accidents, which were all caused by needle stick or cut injuries, which was a decrease from 12 cases of minor and non-fatal workplace accidents in FY2021.

OUR PEOPLE

OCCUPATIONAL HEALTH AND SAFETY (CONT'D)

Malaysia

The Group is fully aware of the compliance laws and regulations in Malaysia. Our Malaysian clinics have implemented precautionary measures to safeguard the well-being and safety of our staff and patients such as access to PPE, infection control, and management of bio-hazardous waste. 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.

We ensure our staff are trained in procedural compliance in the clinic to avoid or reduce safety hazards at work, ranging from equipment handling and other various work safety procedures. We will continue the implementation of guidelines and carry out continuous training to ensure that staff members and doctors are aware of potential risks in the clinic and to take the necessary precautions to reduce such risks.

We also provide access to our 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 FY2022, 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

We believe safety is a fundamental aspect of the quality of our services and therefore our processes and procedures are designed 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 compromised.

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.

FY2023 Target

In FY2023, we will continue to enforce greater awareness to foster a strong culture of safety compliance among our 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.

To ensure the long-term sustainability of the organization, we believe it is imperative that the skills and knowledge of our staff are continually enhanced as it forms the bedrock of our operational effectiveness and competitive advantage. To embody our values 修身 (self-cultivation) and 平天下 (fair treatment) of continuous improvements and equal treatment, we aim to cultivate professionalism among all team members by providing opportunities for training and development 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)

In FY2022, the Group provided 41 training programmes through various physical and virtual platforms. The following table presents the training programmes attended by the Group, by region.

SINGAPORE
<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.

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

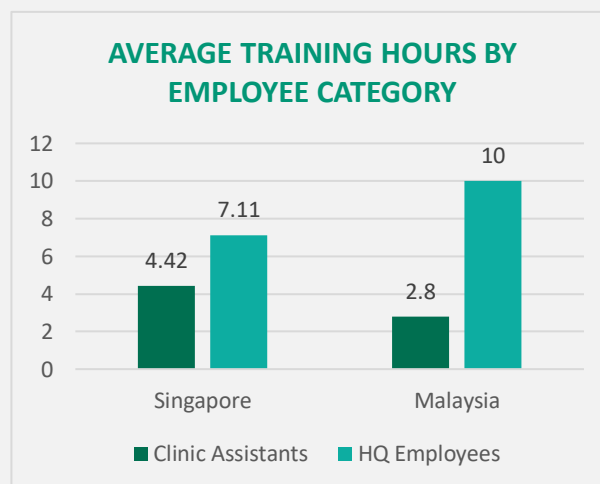
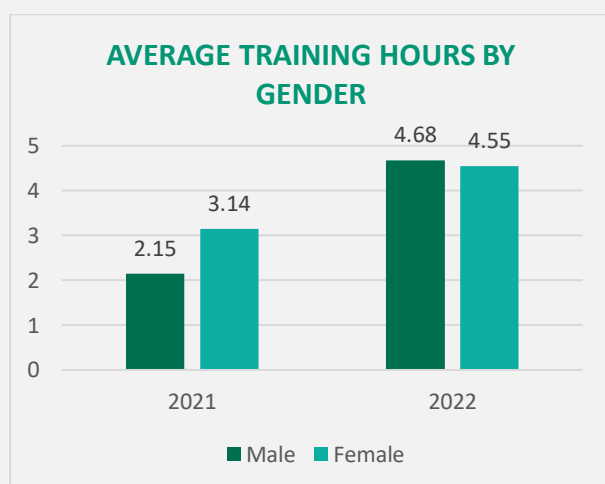
Q & M established the Q & M College of Dentistry ("College") in 2019 to provide postgraduate dental education and promote the continuous learning and professional growth of dentists. The College offers Singapore's initial private postgraduate diploma course in clinical dentistry. By enhancing the skills of our dentists, either through training at Q & M College in Singapore or abroad, they can carry out more advanced dental procedures, resulting in higher revenue per patient. It should be noted that not all dentists have received training from the College of Dentistry.

OUR PEOPLE

TRAINING AND EDUCATION (CONT'D)

Throughout the year, we have offered numerous training programmes to our staff and the outcomes have been positive. 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.

	2021		2022	
	Male	Female	Male	Female
Total number of training hours provided to staff (hours)	410.5	1,754.5	374.3	2,608.7
Total number of staff (“Clinic Assistants”, “HQ Staff”) that attended training	191	558	80	573



	SINGAPORE		MALAYSIA	
	Clinic Assistants	HQ Staff	Clinic Assistants	HQ Staff
Total number of training hours provided to staff (hours)	2,002.5	626.5	300	50
Total number of staff (“Clinic Assistants”, “HQ Staff”) that attended training	453	88	107	5

OUR PEOPLE

TRAINING AND EDUCATION (CONT'D)

Training Testimonials

"I have gone through the front desk and assistant training provide by the company. It's essential for me as I can know the theory behind the treatment and my work, so that I can serve my patients and doctor well. After the training, I am able to teach others who haven't go for training so that they can catch up faster and do it better.

Sometimes senior didn't have the chance to go for training and they teach us based on their experience, that's why we couldn't learn theoretical part from them. The training did add value to my job and I very appropriate to company for sending me for attend the training.

I find this job from the advertisement on the Q & M clinic door because I would like to be in healthcare industry to serve public. I try my luck and finally I get this job. I was very excited! I like what I am doing right now but I hope to create more for the company.

Thank you, Q & M Dental Group!"

Poo Shi Nee, Dental Executive

"As a dental surgeon, it is essential to stay up-to-date with the latest advancements in the field of dentistry, and Q & M Dental College has been instrumental in providing me with the resources and support to achieve this.

From attending lectures to participating in practical training programs, the opportunities that Q & M College has provided me with have allowed me to enhance my skills and knowledge. The recorded lectures allowed me to review and revisit the lecture on my own schedule further enhancing my learning. This has not only helped me to provide the highest level of care to my patients but has also contributed to my professional growth and development.

Q & M commitment to investing in the education and development of its staff truly sets it apart from other dental clinics."

Dr. Zatarie Hoe Feng Hua, Dentist

OUR PEOPLE

TRAINING AND EDUCATION (CONT'D)

Training Testimonials

“Our orientation trainer is very patient and knowledgeable. Trainer takes her time in explaining in details so that we could get a clear picture and ensures that we truly understand before moving on. I managed to remember the lessons taught by her and apply in the clinic.”

Dania Aryanny Binte Abdullah, Dental Assistant (Marine Parade)

FY2023 Targets

Singapore

In FY2023, we hope to continue to strengthen our staffs’ skill set by introducing more internal and external upskill training programmes. We will also continue 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 and dental surgery assistants. 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 DSA trainings in Malaysia.

OUR COMMUNITY

COMMUNITY SUPPORT THROUGH COVID-19

Acumen’s Joint Testing and Vaccination Centres (“JTVC”)

Acumen Diagnostics was awarded a tender by the Singapore Ministry of Health to operate one of the Joint Testing and Vaccination Centres ("JTVC") starting from October 2022, until December 2023. This initiative is part of government efforts to offer efficient and convenient access to Covid-19 vaccination booster shots, which involves partnering with the private medical sector. Acumen Diagnostics' contract for this project is worth at least S\$3.6 million. The JTVC provides testing services for both polymerase chain reaction ("PCR") tests and antigen rapid testing ("ART").

COVID-19 testing at Q & M’s Medical Clinics

Q & M’s 5 medical clinics offer outbound pre-departure polymerase chain reaction (“PCR”) services, as well as Covid-19 diagnosis through PCR and ART. Acumen on the other hand, operates an online booking system from where customers can book swabbing services at Acumen's headquarter office, 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.

Locations of Q & M Clinics in Singapore				
Bukit Batok	Farrer Park	Tampines	Serangoon Central	Buangkok MRT
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	Block 261 Serangoon Central Dr, #01-29	10 Sengkang Central, #01-02

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 Initiatives

In 2022, Q & M reached its goal of having 100 clinics in operation. In celebration of this significant milestone, the Group donated 150 trees in support of NParks' OneMillionTrees Movement, a nationwide effort to plant a million trees across Singapore over the next 10 years. The Group CEO Dr. Ng Chin Siau and over 50 staff gathered at Whampoa Park Connector to plant the first 50 of a total of 150 trees that they have undertaken to plant by the end of FY2023.

The Group has further planned to give back to the community by opening a free dental clinic located in Chai Chee, which will be the Group's 100th outlet and will be officially open in the latter half of 2023. This clinic will provide essential dental healthcare services to underprivileged individuals who would otherwise not have access to such care.

OUR COMMUNITY CORPORATE SOCIAL RESPONSIBILITIES INITIATIVES

2022
JAN

WISDOM TOOTH REMOVAL PROJECT FOR FOREIGN DOMESTIC WORKERS WITH FOREIGN DOMESTIC WORKER ASSOCIATION FOR SOCIAL SUPPORT AND TRAINING (FAST)



In June 2022, a total of 23 dentists and nurses from the Company volunteered their expertise and time in collaboration with the Foreign Worker Association (FAST) to provide wisdom tooth removal for 150 foreign workers who required extraction. This initiative is consistent with the Company's goal of helping those who are less well-off be able to access quality dental healthcare and receive treatment when needed.

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.

2022
JUN

TREE PLANTING AS PART OF NPARKS' ONEMILLIONTREES PROGRAM



OUR COMMUNITY



As one of the corporate partners in NParks' "OneMillionTrees Movement", Group CEO Dr. Ng Chin Siau and over 50 staff gathered at Whampoa Park on 8 June 2022 to plant the first 50 of a total of 150 trees that they have undertaken to plant by the end of this year.

Q & M and Group CEO Dr. Ng Chin Siau jointly donated 100 and 50 trees respectively, to this national tree-planting effort.

2022
JUN

Q & M SCHOLARSHIP AND BURSARY AWARD CEREMONY



Q & M has also allocated a sum of S\$50,000 for the purpose of awarding eligible children of its employees. In line with this, the first-ever Q & M Scholarship and Bursary Award Ceremony was organised in June 2022 to acknowledge and financially support deserving children of the Company's employees in their educational pursuits. During the event, a total of 16 children were recognised and awarded for their outstanding academic performance, including those who achieved merit records in their education. The ceremony provided a great encouragement and affirmation to these children, underscoring the Company's commitment to supporting their growth and development. The Company is eagerly looking forward to continuing this tradition of recognising and supporting more deserving students in the coming years.

FY2023 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 July 2023. Furthermore, we will carry on with our commitment to plant the remaining of 150 trees by end of FY2023, as pledged by our organization, to contribute towards the welfare of the community and the environment.

OUR COMMUNITY

DATA PRIVACY

At Q & M, the confidentiality of our patients is of utmost importance to us. We understand that data privacy is a crucial factor in safeguarding personal information. Hence, we treat every patient's data with respect and privacy.

As the dental healthcare sector advances technologically to improve connectivity, data security threats have also increased. This has made data security a major concern for our Group and our patients. The rapid advancements in technology have resulted in consumers being more aware of how their personal data is collected and used. Consequently, there is a growing concern about data privacy among individuals.

Our Personal Data Protection Policy (“PDPP”) conforms to the Personal Data Protection Act (“PDPA”) 2012. This policy outlines the responsible collection of personal data and authorised use of the 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>.

At our clinics, we have enforced measures to ensure that our patients’ personal data are well-protected. With regard to our clinic systems, access has 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 the installation of anti-virus software on 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 to dentists and nurses on a need-to-know basis only.

In FY2022, 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.

FY2023 Targets

Moving forward, we target to maintain zero-reported incidents and will continue to seek for our patients' consent when they register themselves at our clinics. We will also continue to conduct PDPA training in early 2023 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

Our business strategy places significant emphasis on driving growth in our core business and investing in technology and innovation, and Q & M is a firm advocate for the power of AI to transform the Group and the entire dental industry. To achieve these goals, we are actively pursuing collaborations and advancing system developments through our innovation pipeline.

Artificial Intelligence (“AI”)

The Group owns 100% of EM2AI Pte Ltd (“EM2AI”), a company that is developing next-generation AI-driven dental solution that assists dentists in the process of making diagnosis and patient treatment plans through its proprietary Artificial Intelligence Guided Ethical Clinical Decision Support System (GECDS). Additionally, an Integrated Dental Management System (“IDMS”) was developed as a cloud-based tool to streamline patient and clinic management processes.

The system has AI features to detect dental conditions from x-rays, both pathologies and non-pathologies, such as tooth decay, missing tooth, impacted tooth, filling, implant, crowns, retained roots, etc. With the assistance of this system, we hope to reduce any possible pre-judgement or potential bias on the part of the dentist and increase the quality and consistency of diagnosis and treatment.

Furthermore, those AI findings from dental x-rays are used to automatically populate a dental chart. Such workflow automation will save time for dentists and other dental professionals, allowing them to focus on providing high-quality care to their patients. On top of that, by having a dental chart, dentists can engage patients more effectively by providing visual aids that explain the diagnosis and treatment options in an easy-to-understand way. This will help patients to be more involved in their own care and make informed decisions about their treatment.

In conclusion, by leveraging the power of AI and machine learning, Q & M hope to provide better care to our patients and improve their overall practice efficiency. This AI detection feature has now been successfully implemented in all Q & M clinics in Singapore and Malaysia.

In 2022, EM2AI also obtained a Medical Device License Class B from the Health Sciences Authority (HSA) Singapore and Medical Device Authority (MDA) of Malaysia, as well as Good Distribution Practice for Medical Device (GDPMD) Malaysia. With these licenses and certificates in place, EM2AI can now distribute and sell this AI solution in both Singapore and Malaysia. We were also enrolled in the National Electronic Health Record (NEHR) initiative, which is owned by the Ministry of Health (MOH) and overseen by the Integrated Health Information Systems (IHIS).

Our investment in AI contributes to the building of potential new revenue streams in the future which will serve us well as we make inroads into new territories and opportunities.

OUR COMMUNITY

INNOVATION THROUGH DENTISTRY (CONT'D)

Progress of AI Development

APRIL 2021	Obtained ISO 13485:2016 certification <i>ISO 13485:2016 is a specific ISO standard for medical device quality management system.</i>
AUGUST 2021	Clinical trial has started <i>Q & M engaged UM (Universiti of Malaya) for clinical trials.</i>
NOVEMBER 2021	IDMS has been successfully implemented at 87 Q & M clinics in Singapore.² <i>We are optimising 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>
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>
2022	Newly acquired clinics were implemented with IDMS across FY2022
MARCH 2022	Passed surveillance audit in March 2022
AUGUST 2022	Obtained medical device class B license from HSA Singapore
NOVEMBER 2022	AI solution has been implemented in all Q & M clinics in Singapore
OCTOBER 2022	Onboarded National Electronic Health Record³ (NEHR) program owned by the Ministry of Health (MOH) and managed by the Integrated Health Information Systems (IHIS). <i>Since 2011, NEHR has been progressively deployed to both public and private healthcare institutions across Singapore to support “One Patient, One Health Record”. NEHR is a system that collects summary patient health records across different healthcare providers. This enables authorised healthcare professionals to have a holistic and longitudinal view of their patients’ healthcare history.</i>
DECEMBER 2022	Obtained medical device class B license and GDPMD from MDA Malaysia <i>This enabled us to sell/distribute our AI and IDMS software within Malaysia.</i>
JANUARY 2023	AI solution has been implemented in all Q & M clinics in Malaysia

² Our previous sustainability report for FY2021 contained an error regarding the IDMS milestone. We have since corrected this and now report that it was successfully implemented in November 2021, rather than May 2022 as previously stated.

³ NEHR information was extracted from https://www.ihis.com.sg/Latest_News/Media_Releases/Pages/About_the_National_Electronic_Health_Record.aspx

OUR COMMUNITY COMPLIANCE

Anti-Corruption

Our Group's vision emphasises the importance of combating corruption and we would like to reiterate our strong commitment towards zero corruption, dishonesty and fraud. To uphold the highest standards of integrity, our Group enforces 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.

We have 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.

Whistleblowing Policy

Our Group's whistleblowing policy was approved by its Board of Directors back in 2014. Some examples of reportable incidents are as follows (this list is not exhaustive):

- Concerns about the Group's accounting, internal controls or auditing matters;
- Impropriety, corruption, acts of fraud, theft and /misuse of the Group's properties, assets or resources;
- Conduct which is an offence or breach of law;
- Serious conflict of interest without disclosure;
- Breach of the Group's policies or code of conduct;
- Concealing information about any of the above malpractice or misconduct;
- Any other serious improper matters which may cause financial or non-financial loss to the Group, or damage to the Group's reputation;
- Fraud against investors, or the making of fraudulent statements to the Singapore Exchange Securities Trading Limited ("SGX-ST"), members of the investing public and government or state authorities; and
- Distinct effort to mislead, deceive, manipulate, coerce, or fraudulently influence any internal or external auditor in connection with the preparation, examination, audit or review of any financial statements or records of the Group.

OUR COMMUNITY COMPLIANCE (CONT'D)

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

In FY2022, Q & M has zero reported incidents of non-compliance with socio-economic laws and regulations, including licensing, workplace safety and radiation protection.

FY2023 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.

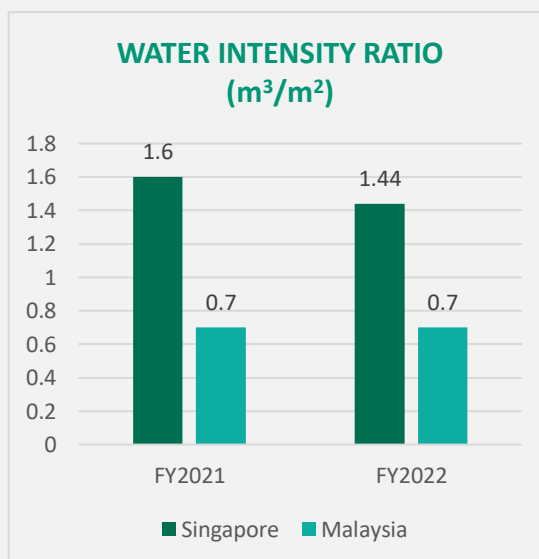
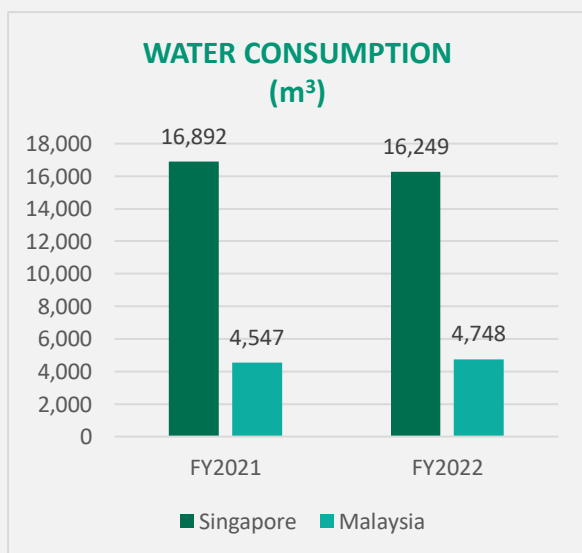
WATER

Having a sufficient and clean water supply is essential to deliver high-quality and effective dental healthcare services. At our practice, we prioritize water conservation and consistently encourage our staff to implement water-saving 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

The following figures depict our clinics water consumption for FY2022. Our water usage in FY2022 did not differ significantly from our water usage in FY2021.



FY2023 Targets

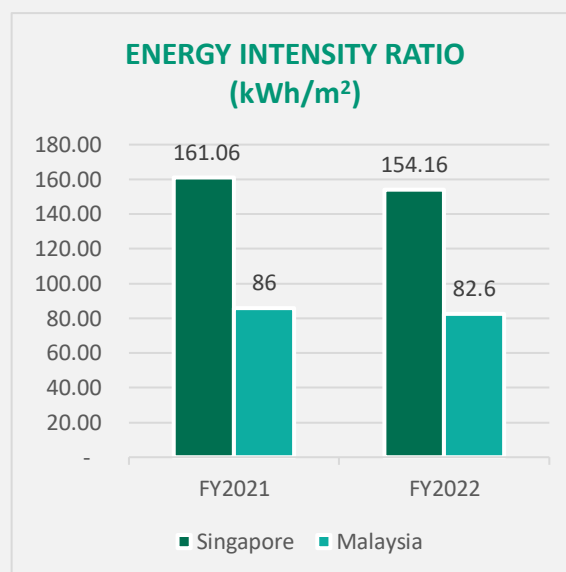
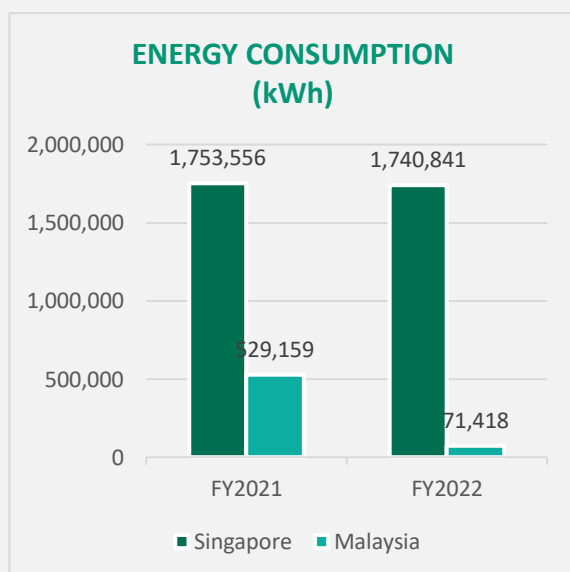
We remain committed to implementing the above initiatives and will look into exploring alternative ways to further optimise water efficiency. Additionally, we will continue to comply with water conservation guidelines and ensure that our water consumption aligns with reasonable and rational consumption.

OUR ENVIRONMENT ENERGY

As part of our dedication to environmental sustainability, we endeavour to preserve energy to minimise our carbon footprint. To achieve this, we have implemented energy-efficient practices, including:

- 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

Electricity consumption in FY2022 was fairly consistent with FY2021, with a small reduction of 0.72% in Singapore, as compared to an increase of 8% in the previous year due to our newly acquired clinics. All new clinics in Malaysia were reported to have reduced electricity consumption by 86% in comparison to the 16% increase recorded in the previous year. This can be attributed to the fact that these clinics now only have air-conditioning in the waiting area and the first dental treatment room. All our staff have been reminded to switch off the air-con in the treatment room when there are no patients.



FY2023 Targets

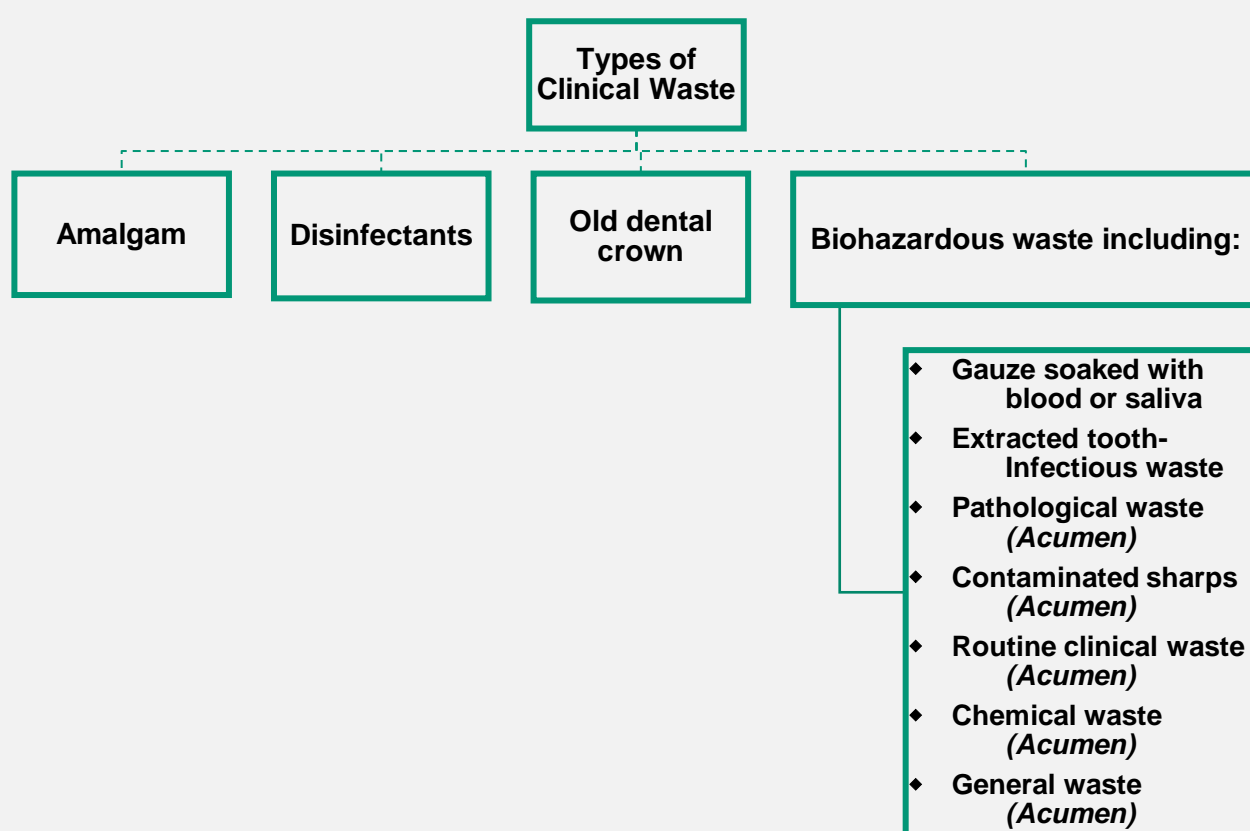
Moving forward, we are committed to carrying out the previously mentioned initiatives and explore alternative methods to decrease our energy consumption. Furthermore, we will closely monitor our electricity usage and endeavour to create additional initiatives that enhance the efficiency of our energy consumption.

OUR ENVIRONMENT WASTE MANAGEMENT

At Q & M, we place significant importance on the careful and responsible handling of our clinical waste and its proper disposal to safeguard the well-being of our people, the community, and the environment. Negligent disposal of medical waste can result in the spread of infectious diseases or contribute to environment pollution, which is why we take these measures seriously.

We produce clinical waste such as amalgam, disinfectants, biological waste, in addition to general waste from our regular operations. We are thus committed to ensuring that proper waste management and disposal procedures are followed for these materials.

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 of 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 into specific sharps bins and general waste are disposed off in general trash bins.

OUR ENVIRONMENT

WASTE MANAGEMENT (CONT'D)

Malaysia

In FY2022, 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 FY2022, 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.

FY2023 Targets

Moving forward, our focus will remain on finding sustainable alternatives to reduce clinical waste that would otherwise end up in landfills. Additionally, we will keep a close eye on the effectiveness of our clinical waste disposal methods and ensure that our waste-disposal partners comply with local laws and regulations in accordance with our expectations and criteria.

OUR ENVIRONMENT

SUPPLY CHAIN MANAGEMENT

We work closely with our suppliers to promote sustainable practices and uphold ethical standards in our supply chain. By integrating sustainability into our management of our supply chain, we aim to reduce our environmental impact and promote social responsibility while 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. Amidst the pandemic, we faced extended delivery timelines and elevated shipping expenses. To prevent any disruption to our dental clinics' operations, we maintain a larger inventory stock, ensuring a steady supply of essential items.

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.



Supply Chain Assurance

Our Group's procurement policies have established that our suppliers are evaluated based on the guiding principles contained therein. We adhere to a stringent selection and evaluation criteria on a periodic basis to ensure that their performance is in line with our policies.



Environmental Impact

As part of our continuous engagement and maintaining an ongoing relationship with our network of suppliers, we encourage them to have greater involvement in environmentally sustainable practices.

We have communicated that it is mandatory for our preferred suppliers to be registered with the relevant local regulatory bodies and comply with all established ethical standards.

GLOBAL REPORTING INITIATIVE (GRI) CONTENT INDEX

Statement of Use	Q & M Dental Group (Singapore) Limited has reported the information cited in this GRI content index for the period 1 January 2022 to 31 December 2022 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

GRI Standard	Disclosure	Page	
GRI 2: General Disclosures 2021	The Organisation and its Reporting Practices		
	2-1	Organisational details	5
	2-2	Entities included in the organisation's sustainability reporting	5
	2-3	Reporting period, frequency and contact point	4
	2-4	Restatements of information	28
	2-5	External assurance	4
	Activities and Workers		
	2-6	Activities, value chain and other business relationships	4 – 6
	2-7	Employees	21
	2-8	Workers who are not employees	N.A.
	Governance		
	2-9	Governance structure and composition	AR: 28
	2-10	Nomination and selection of the highest governance body	AR: 33 – 39
	2-11	Chair of the highest governance body	AR: 31
	2-12	Role of the highest governance body in overseeing the management of impacts	AR: 26
	2-13	Delegation of responsibility for managing impacts	AR: 27
	2-14	Role of the highest governance body in sustainability reporting	16
	2-15	Conflicts of interest	AR: 26
	2-16	Communication of critical concerns	16, 46
	2-17	Collective knowledge of the highest governance body	16
	2-18	Evaluation of the performance of the highest governance body	AR: 47
	2-19	Remuneration policies	AR: 43
	2-20	Process to determine remuneration	AR: 44
	2-21	Annual total compensation ratio	AR: 44
	Strategy, Policies and Practices		
	2-22	Statement on sustainable development strategy	16
	2-23	Policy commitments	21 – 52
	2-24	Embedding policy commitments	21 – 52
	2-25	Processes to remediate negative impacts	21 – 52
	2-26	Mechanisms for seeking advice and raising concerns	4, 16, 46
2-27	Compliance with laws and regulations	46 – 47	
2-28	Membership of associations	13	
Stakeholder Engagement			
2-29	Approach to stakeholder engagement	17	
2-30	Collective bargaining agreements	N.A.	

GLOBAL REPORTING INITIATIVE (GRI) CONTENT INDEX

GRI Standard	Disclosure	Page	
GRI 3: Material Topics 2021	Materiality Assessment		
	3-1	Process to determine material topics	19 – 20
	3-2	List of material topics	19 – 20
	3-3	Management of material topics	19 – 20
GRI 205: Anti-corruption 2016	Anti-Corruption and Anti-Competitive Behaviour		
	205-3	Confirmed incidents of corruption and actions taken	46
GRI 302: Energy 2016	Energy Consumption		
	302-1	Energy consumption within the organisation	49
	302-3	Energy intensity	49
GRI 303: Water and Effluents 2018	Water and Effluents		
	303-1	Interactions with water as a shared resource	48
	303-5	Water consumption	48
GRI 306: Waste 2020	Waste		
	306-1	Waste generation and significant waste-related impacts	50 – 51
	306-2	Management of significant waste-related impacts	50 – 51
GRI 401: Employment 2016, GRI 202: Market Presence 2016	Employee Management		
	401-1	New employee hires and employee turnover	21 – 22
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	23 – 24
	401-3	Parental leave	24 – 25
	202-2	Proportion of senior management hired from the local community	24
GRI 403: Occupational Health and Safety 2018	Occupational Health and Safety		
	403-1	Occupational health and safety management system	32 – 33
	403-2	Hazard identification, risk assessment, and incident investigation	32 – 33
	403-5	Worker training on occupational health and safety	32 – 33
	403-6	Promotion of worker health	32 – 33
	403-9	Work-related injuries	20 – 21
GRI 404: Training and Education 2016	Employee Training and Education		
	404-1	Average hours of training per year per employee	36
	404-2	Programs for upgrading employee skills and transition assistance programs	35
GRI 405: Diversity and Equal Opportunity 2016	Diversity and Equal Opportunity		
	405-1	Diversity of governance bodies and employees	27 – 31
GRI 413: Local Communities 2016	Local Communities		
	413-1	Operations with local community engagement, impact assessments, and development programs	39 – 42
GRI 203: Innovation through Dentistry	Innovation through Dentistry		
	203-1	Infrastructure investments and services supported	44 – 45
GRI 416: Customer Health and Safety	Customer Health and Safety		
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	33
GRI 418: Data Privacy	Data Privacy		
	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	43
Supply Chain Management		52	