

SUSTAINABILITY REPORT 2023



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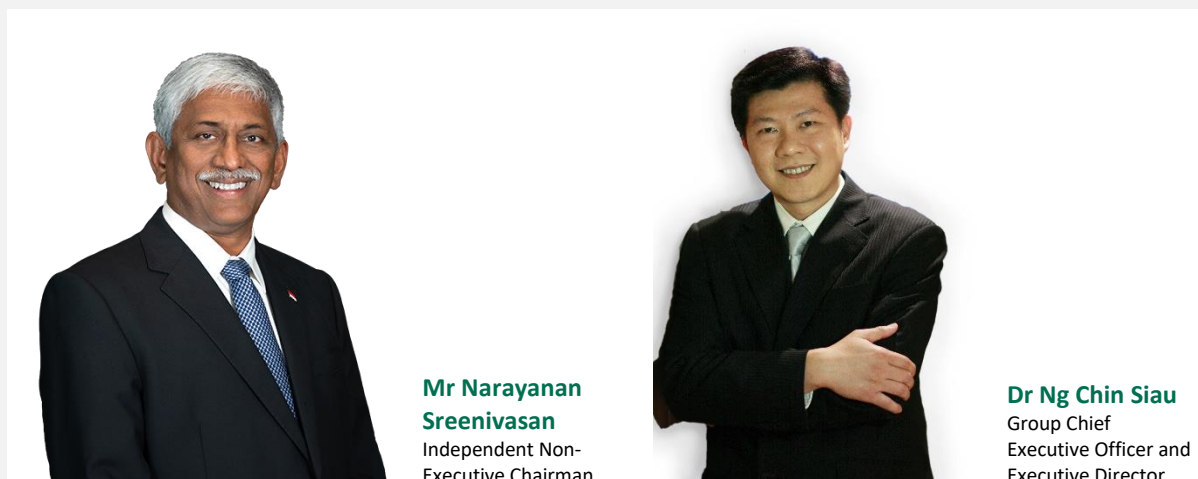
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JOINT STATEMENT BY INDEPENDENT NON-EXECUTIVE CHAIRMAN AND GROUP CEO



Dear Valued Stakeholders,

It is with great pride that we present to you the 2023 Sustainability Report of Q & M Dental Group (Singapore) Limited and its subsidiaries, collectively referred to as "the Group," "we," "our," or "Q & M." In an age where environmental consciousness is not just expected but demanded, we reaffirm our commitment to sustainable growth and ethical practices. This report sets out our actions to integrate sustainability principles into our daily business operations and practices. Additionally, we track our progress and accomplishments in embedding key sustainability aspects, including environmental, social, and governance ("ESG") considerations, into our corporate values and strategy.

Corporate Philosophy, Vision, and Purpose

Central to our corporate vision of becoming the premier private dental healthcare group in the region are Q & M's foundational values and purpose, rooted in the teachings of Confucius, specifically the principles of 修身齐家治国平天下.

The cornerstone of our group's success lies in the dedication of each member to continual growth, self-improvement, and the pursuit of excellence. Through maintaining balance and order in both their professional and personal lives, they contribute to the collective achievements of the Q & M family. Upholding ethical standards, our dental professionals craft treatment plans that prioritise patient well-being (修身) and ensure everyone within our organisation is treated with respect (齐家). This guiding philosophy governs every aspect of our work, fostering effective teamwork (治国) and the delivery of top-notch services to our patients (平天下). Our overarching aim 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

We have remained steadfast in upholding and improving the welfare of our valued staff, ensuring that Q & M is not just a place to work, but a place to grow, innovate, and thrive. Our performance appraisals and the rapid and successful integration of newly acquired clinics have shown our adaptability and commitment to excellence in dental care.

Our ambition is to cultivate an environment of inclusion where every individual has the chance to contribute meaningfully and access equal opportunities. With a proud legacy of over 50 dentists and dental assistants who have dedicated more than ten years to our practice, we are committed to consistently attracting, recruiting, and nurturing talented individuals as we grow our team.

Our Community

We are delighted to share that, following through on our commitment, the Q & M Dental Group successfully inaugurated our Q & M Free Dental Clinic at Chai Chee in July 2023. This significant milestone marks the fruition of our dedicated efforts to extend essential dental healthcare services to underprivileged communities, embodying our mission to ensure that quality dental care is accessible to all, regardless of one's financial situation.

The opening of this clinic represents a significant stride towards creating a more inclusive and caring society. By removing financial barriers to dental healthcare, we are enabling every individual the chance to enjoy a better quality of life.

As we look ahead, our focus is unwavering in driving innovation, seizing opportunities for growth, and continuously enhancing the way we report and implement sustainability practices. Our success is not only in financial terms but also in the positive impact we make on the communities we serve and the environment we cherish.

JOINT STATEMENT BY INDEPENDENT NON-EXECUTIVE CHAIRMAN AND GROUP CEO

Our Environment

This year has been marked by robust initiatives aimed at enhancing our operational sustainability and fortifying the nexus between our business practices and environmental stewardship. Our adherence to the Task Force on Climate-related Financial Disclosures framework has provided a structured approach to evaluating and communicating the risks and opportunities presented by climate change. This disciplined approach underscores our dedication to transparency, allowing us to share our journey towards sustainability with clarity and honesty.

A significant highlight of 2023 has been our endeavour to optimise resource consumption. We have witnessed substantial progress in our environmental efforts, especially in water management, and we believe our measures are proving effective and reflective of a sustainable business model.

Appreciation

Q & M Group sincerely extends our heartfelt thanks to our dentists, dental assistants, and HQ supporting staff for their crucial role in bringing smiles to our patients. Your commitment is the fuel that propels our journey forward.

To our stakeholders, we express our deepest gratitude for your unwavering trust and support. We reaffirm our steadfast commitment to continuing to provide exceptional dental healthcare services that adhere to the highest quality standards. Our dedication to excellence in patient care remains unwavering.

We are immensely grateful to our entire team for their relentless dedication and look forward to our continued collaboration in delivering outstanding dental healthcare services. Together, we are forging a path towards a sustainable and resilient future for Q & M Dental Group.

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

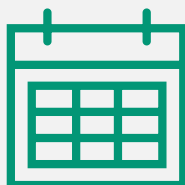
ABOUT THIS REPORT

In this report, we delineate our achievements and progress towards our ESG objectives and corporate principles. Our report is structured to align with the Singapore Exchange Securities Trading Limited (“SGX-ST”) Mainboard Listing Rule 711A and 711B and referenced to the Global Reporting Initiative (“GRI”) Standards, particularly the GRI 2021 Standards and its reporting principles. The GRI standards remain our preferred framework for sustainability reporting, owing to their global recognition and widespread acceptance, facilitating comprehensive and comparable disclosure of our ESG performance. Although external assurance has not been pursued for this reporting period, we intend to assess this aspect as our reporting practices evolve.

Furthermore, adhering to the enhanced sustainability reporting guidelines outlined by the SGX-ST Listing Rules, this Report incorporates climate-related disclosures, aligning with the recommendations of the Task Force on Climate-related Financial Disclosures (“TCFD”). Our sustainability reporting approach is phased, with a focus on continuous improvement. In the forthcoming years, we aim to gradually enhance our disclosures to provide more detailed information on the Group's climate governance, strategy, risk management, and metrics and targets.

We appreciate and encourage feedback on this report and potential areas for enhancing our sustainability performance at QandM@QandM.com.sg. In adherence to eco-friendly practices, this report will not be printed. Instead, an electronic version will be accessible for download from our website: <https://qandm-dental.listedcompany.com/>.

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 2023 to 31 December 2023 (“FY2023”) across Singapore, Malaysia and the People’s Republic of China (“PRC”), comprising:

- 105 dental outlets (within Singapore);
- 44 dental clinics (outside Singapore);
- 5 medical clinics;
- 1 dental college;
- 1 medical diagnostics laboratory
- 1 laboratory for fabrication of dental prosthesis
- 2 dental supplies and equipment distribution companies (1 in Singapore, 1 in Malaysia)
- 1 dental AI technology
- 1 free dental clinic

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 105 dental outlets across the country. Underpinned by about 270 experienced dentists and 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.

Q & M also operates the Q & M Free Dental Clinic (the “Free Clinic”) at Chai Chee Road, providing essential dental treatment free of charge to needy patients as part of its commitment to giving back to the community. Dental services at the Free Clinic are rendered by many volunteer dentists from the Group. Since its launch in July 2023, the Free clinic has attended to approximately 300 patients to-date.

Outside of Singapore, the Group has 44 dental clinics and a dental supplies and equipment distribution company in Malaysia. 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 People’s Republic of China.

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 the Group’s dentists. The College offers Singapore’s first private postgraduate diploma program in clinical dentistry. Furthermore, the College also regularly conducts various dental assisting courses for its own clinical support staff as well as to members of the public. For the latter, the participants can pay the course fee using their Skills Future credits.

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. In addition, Acumen is also running the Joint Testing and Vaccination Centre (“JTVC”) in Sengkang as commissioned by the Ministry of Health.

ABOUT Q & M

Q & M DENTAL GROUP (CONT'D)

EM2AI Pte. Ltd. ("EM2AI"), an associate of the Group that focuses on developing AI-powered solutions, has rolled out a cloud-based Integrated Dental Management System ("EM2Clinic") that efficiently facilitates patients relation management and operational processes in the clinic. A Q & M Patient App (the "App") integrated with EM2Clinic has been launched to enhance patients' overall experience. Through the App, dental records such as x-rays and 3D intra-oral scanned images are conveniently and securely stored in patients' mobile phones. EM2AI has also successfully deployed its AI detection module throughout the Group's dental clinics in Singapore and Malaysia. In addition, an ethical treatment planning module premised on generative AI 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
To cultivate loyalty among Q & M family, 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

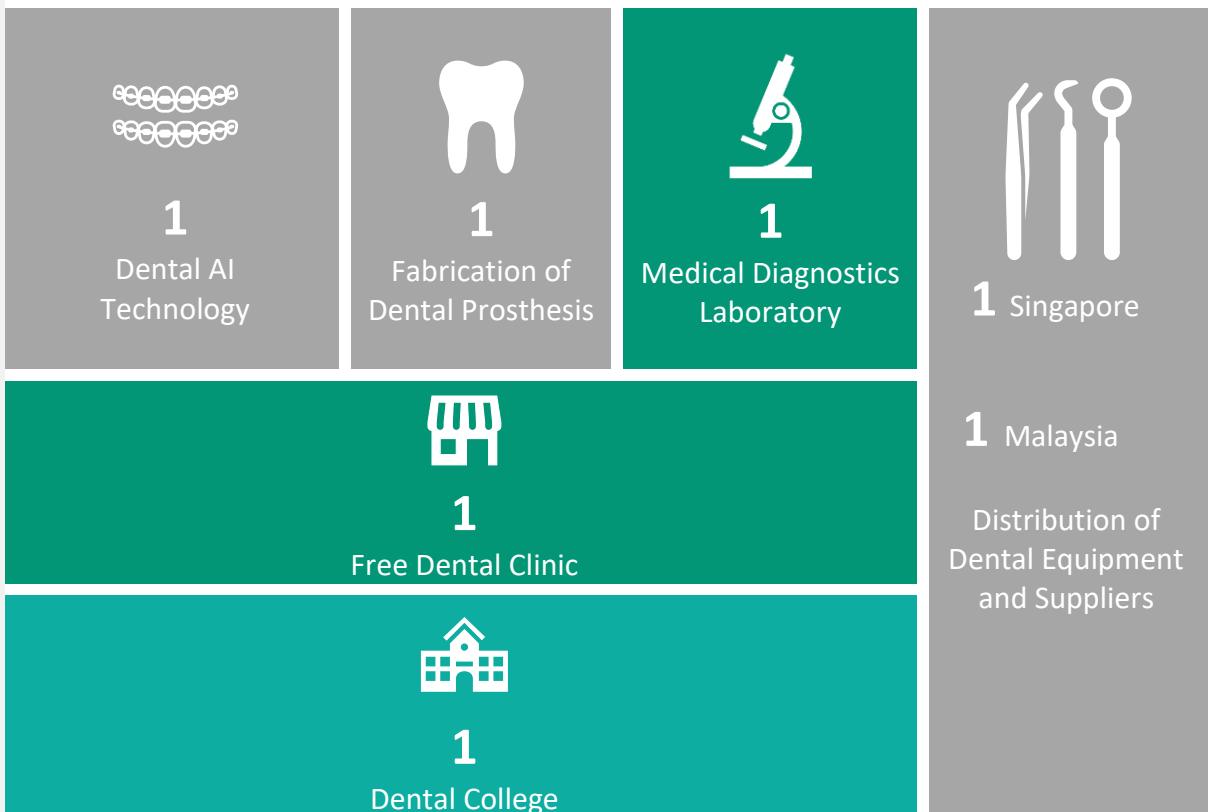
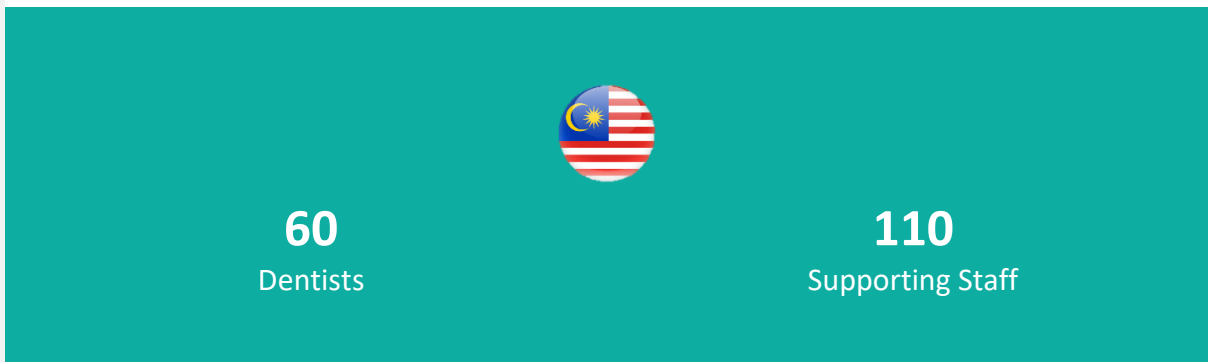
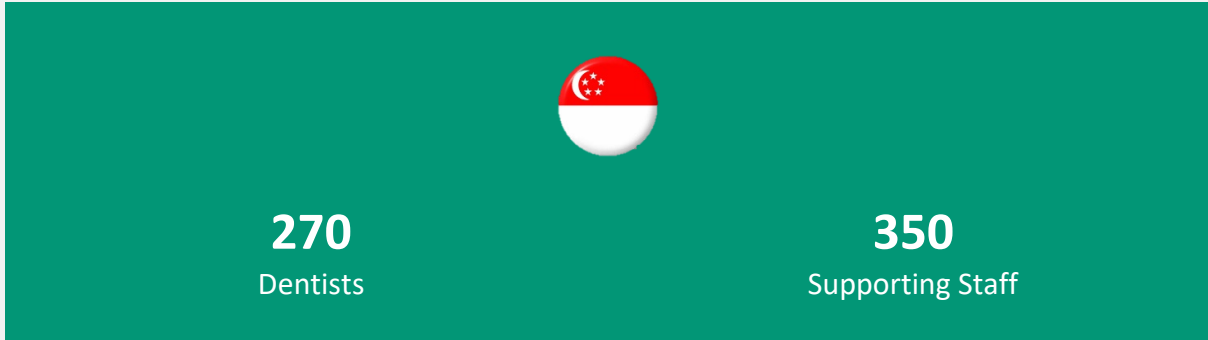
Q & M DENTAL GROUP DENTAL CLINICS LOCATION



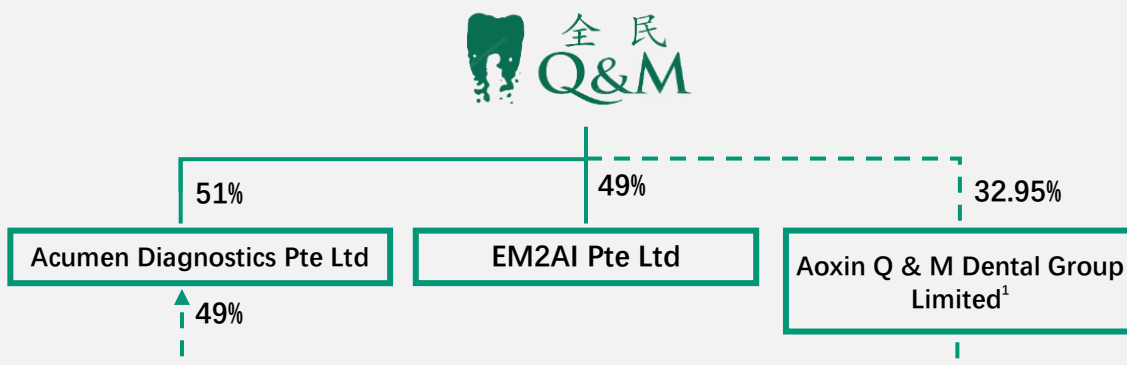
ABOUT Q & M



FY2023 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 105 outlets as of 31 December 2023. 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. 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

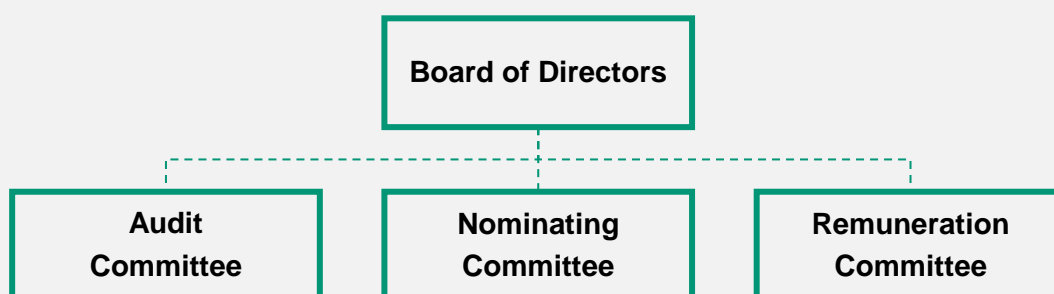


**MR CHIK WAI CHIEW (ZHI
WEICHAO)**
Non-Independent Non-Executive
Director



MR TAN TECK KOON
Independent Non-Executive
Director

BOARD'S ORGANISATION CHART



The Board and management acknowledge the crucial role of sustainability in driving long-term enterprise growth, viewing it as an essential element of our corporate strategy. As a result, both entities share significant responsibility for supervising the Group's ESG-related risks and opportunities. In compliance with SGX's directive, all our directors completed their mandatory sustainability training in FY2022.

ABOUT Q & M

AWARDS AND ACCOLADES

Our team of professionals is committed to providing high-quality services tailored to our patients' needs, ensuring their satisfaction. We are proud recipients of numerous certifications and accolades, acknowledging our dedication to delivering effective and personalised treatment plans. These awards recognise our team's unwavering commitment to excellence.

In FY2023, we are proud to announce that Q & M Dental group has been granted the following awards:



Invisalign's Red Diamond Provider 2023
Q & M is the first in Singapore to be awarded the Red Diamond Provider status by Align Technology.



The Business Times: Singapore Corporate Awards
2023 Best Investor Relations Award (GOLD)

ABOUT Q & M

MEMBERSHIP OF ASSOCIATIONS

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

			
Singapore Dental Association	Singapore Medical Association For Doctors, For Patients	Pharmaceutical Society of Singapore	Association of Orthodontists Singapore
			
Singapore Dental Council <i>(Elected members & Continuing Professional Education Committee)</i>	Prosthodontic Society Singapore	Society of Periodontology Singapore	Society of Endodontists Singapore
			
Association of Oral & Maxillofacial Surgeons Singapore	Singapore Business Federation Apex Business Chamber	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



Swab Test Volunteers

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

- 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

2022



NParks' "OneMillionTrees Movement"

- 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.

ABOUT Q & M

SUSTAINABILITY HIGHLIGHTS TIMELINE (CONT'D)



2023

- Free Dental Clinic at Chai Chee: Opened by the Minister of Health on 10 July 2023, this S\$1 million facility is the first free dental clinic in Singapore established by a private group.
- Mooncake Distribution: In collaboration with business partners, Q & M distributed 175 boxes of mooncakes to four non-profit community organisations during the Mid-Autumn Festival, bringing joy and celebration to the community.

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

GOVERNANCE AND SUSTAINABILITY APPROACH

As a premier private dental healthcare group in Asia, we recognise the importance of upholding the highest standards of corporate governance, professional ethics, integrity, and unwavering dedication across all levels of our organisation. Our sustainability path is guided by the overarching philosophy of our Group: 修身齐家治国平天下 - aimed at providing exceptional care to our patients, fostering commitment to our community, people, and environment, and driven by steadfast adherence to these values that have shaped our strategy as a responsible dental healthcare group.



The Group's Audit Committee (“AC”) and Sustainability Task Force, led by the Chief Executive Officer and Chief Operating Officer, oversee our organisation's approach to sustainability and material ESG issues. They are responsible for managing the implementation of the organisation-wide sustainability strategy and the material ESG topics. Additionally, our Sustainability Task Force provides annual updates to the Board.





We are dedicated to upholding the Code of Corporate Governance 2018, which underscores the importance of accountability, transparency, and sustainability in our business operations. We firmly believe that sound corporate governance is essential to effectively directing and managing our business affairs and achieving long-term shareholder value. In pursuit of this objective, we have implemented robust policies and procedures concerning conflict of interest, whistleblowing, and a Code of Conduct, which all employees are expected to adhere to when carrying out their duties with responsibility and professionalism. We uphold a zero-tolerance stance against corruption and dishonest behaviour. Our employees are encouraged to report any concerns over unethical conduct in line with our anti-corruption and conflict of interest protocols.

Regular reviews of our governance practices and policies are conducted by the Board of Directors to ensure their appropriateness and effectiveness. As we endeavour to cultivate a culture characterized by personal and corporate integrity, we are committed to addressing and eliminating any reported instances of business misconduct.

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)

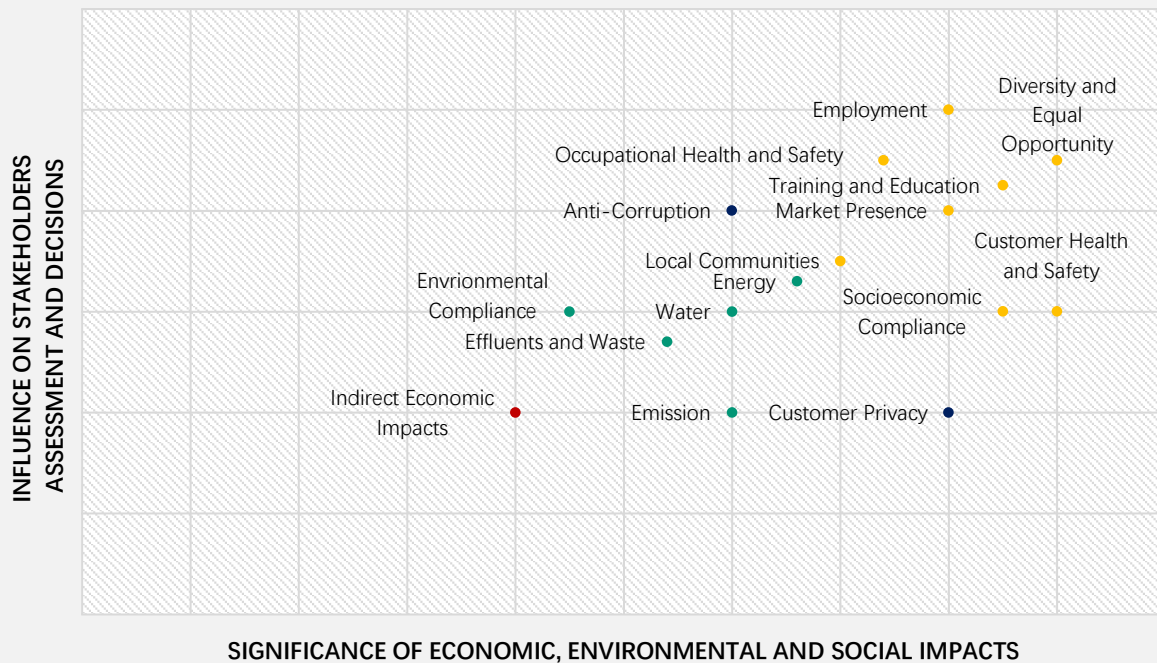
Stakeholder Group	Stakeholders Expectations	Methods of Engagement	Frequency
 SHAREHOLDERS AND INVESTORS	<ul style="list-style-type: none"> • Equity returns and investment yields • Compliance with local healthcare and facilities regulations 	<ul style="list-style-type: none"> • SGX half-yearly announcements • Annual reports • Investor relations management • Annual/Extraordinary general meeting 	Annually/ Half-yearly
 GOVERNMENT AND REGULATORS	<ul style="list-style-type: none"> • Compliance with local health and safety regulations 	<ul style="list-style-type: none"> • SGX half-yearly announcements • Annual reports • Sustainability reporting • Ongoing dialogue 	Annually/ Half-yearly
 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

Our approach to ESG is shaped by the materiality assessment process, directing our resource allocation to generating long-term sustainable value for our stakeholders.

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. Throughout FY2023, we listened to feedback from both internal and external stakeholders and have collated and gathered this feedback to assess the materiality of the key topics identified in this report.

Upon reviewing the reported topics, we have confirmed that our priorities for FY2023 remain unchanged. No new topics have been 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. Below is a summary table outlining the relevant sustainability topics and their ranking results.



Legend	
■	Governance
■	Social
■	Environment
■	Economic

MATERIALITY ASSESSMENT

Key Material Topics Overview

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

OUR PEOPLE

EMPLOYMENT

Throughout FY2023, Q & M Dental has diligently navigated the complexities of the employment landscape as part of our sustainability initiatives. Despite facing a talent shortage in the labour market, which posed a threat to our growth and competitiveness, our proactive measures have mitigated these challenges. The company's investment in upskilling has not only countered the talent deficit but also enhanced employee morale and reduced turnover, effectively addressing the actual negative impacts of the employment market.

The organisation has strategically refrained from activities that could potentially result in negative impacts on employment. Instead, we have focused on sustaining fair employment practices, competitive benefits, training programmes, and rewarding systems to promote staff welfare. These efforts have been bolstered by improved performance appraisals and training programmes aimed at deepening the understanding and skills related to clinic operations, thus ensuring the delivery of high-quality service.

Our commitment to diversity and inclusion and our partnership with educational institutions like Q & M College to recruit new graduates have been pivotal in maintaining a competitive edge in the global market. These initiatives have also been instrumental in managing the potential positive impacts, enriching our work environment, and ensuring a constant inflow of skilled personnel.

Q & M Malaysia has actively engaged in career fairs across several universities including UM, UTAR, UKM, MAHSA, XIA MEN, etc. This participation served not only to attract potential candidates but also to research competitive packages offered in the market and establish long-term relationships with the universities and their students. In Q1 2023, the company sponsored student dinners, further aiding in staff recruitment, in addition to recruitments sourced from outside the universities.

The effectiveness of our actions is closely monitored through the training hours of each employee, recruitment and retention rates, staff performance evaluations, and regular communication. In FY2023, our workforce numbers have remained stable, with a slight increase observed in clinics that have implemented second or third dentists. This growth reflects the success of our concerted efforts in our collaboration with universities. Activities such as career fairs and student dinners have yielded fruitful outcomes in our recruitment process.

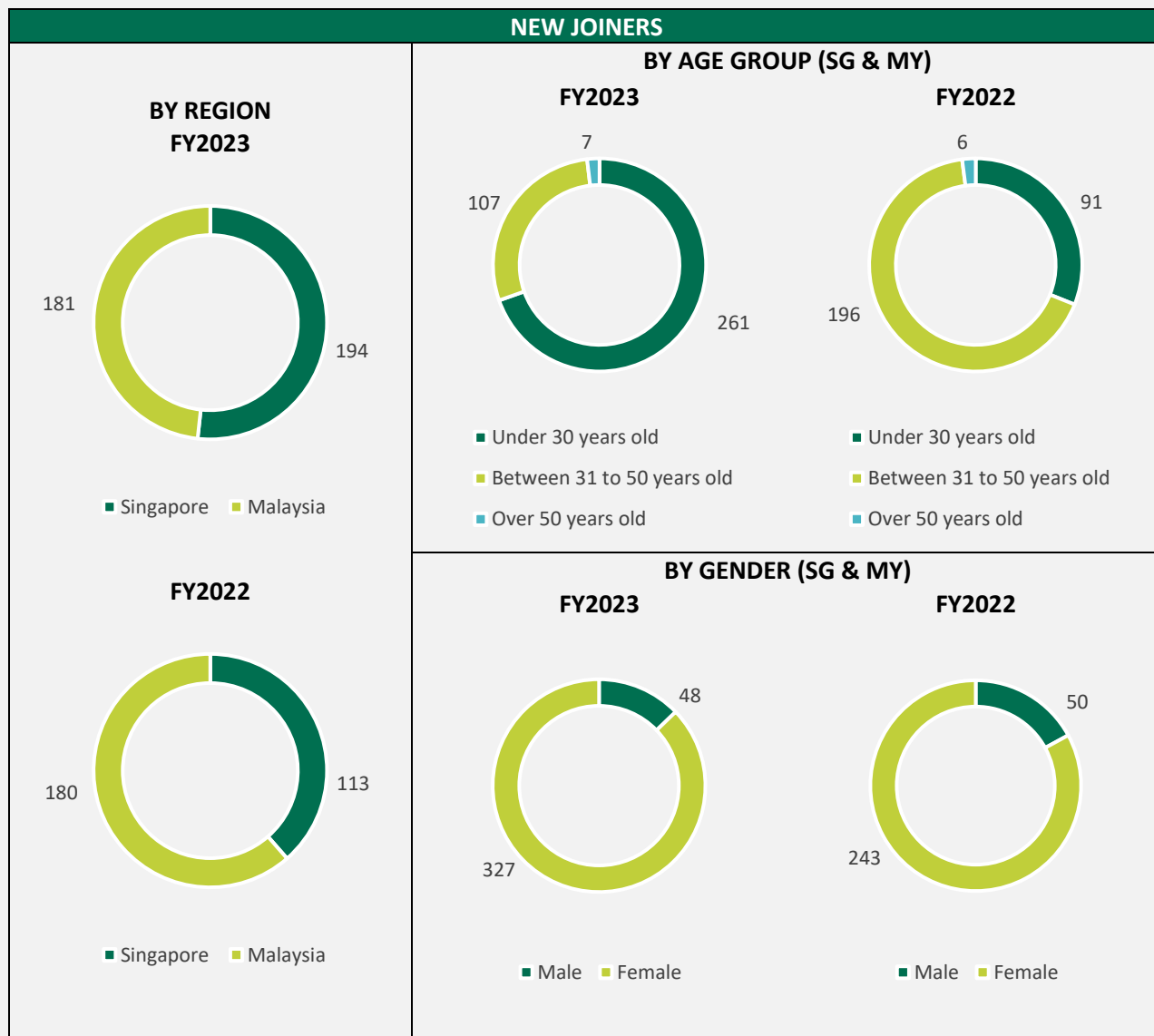
Our Key Performance Indicators focus on the diversity of new joiners, resignees by region, age group, gender, and the proportion of employees and senior management hired from the local community (GRI 202: Market Presence). These indicators guide us in setting targets that range from improving service quality and productivity in the short term to increasing employee engagement and morale in the medium term, and ultimately, expanding our employment pool in line with our clinic expansions in the long term.

We have seen tangible progress, marked by reduced turnover rates and improved retention, which speaks to the efficacy of our employment strategies.

OUR PEOPLE

EMPLOYMENT (CONT'D)

A breakdown of newly joined employees by region, age group and by gender for FY2023 and FY2022¹, is as follows:

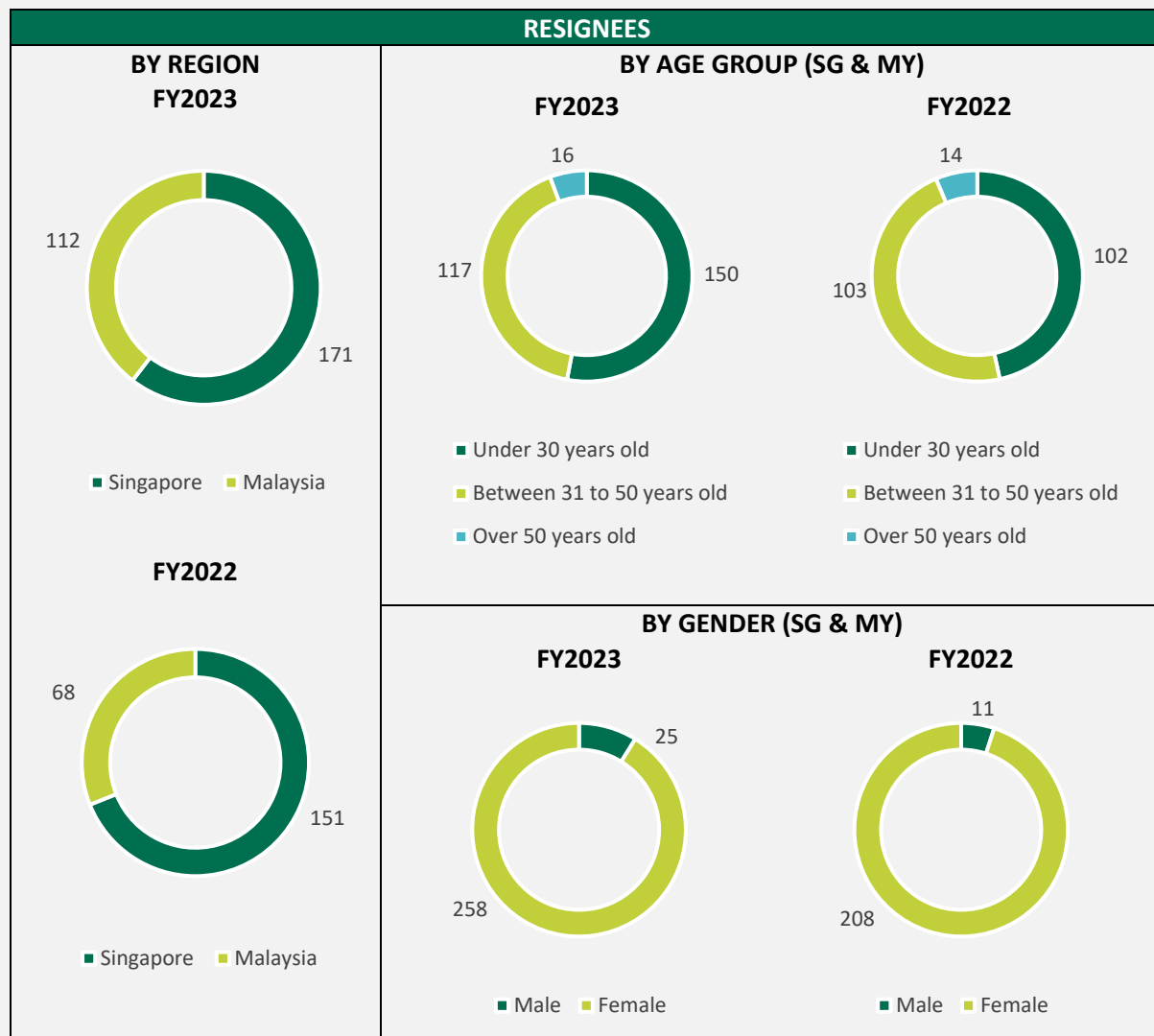


¹ The New Joiners figures for FY2022 have been restated to incorporate employees from Malaysia AR Dental.

OUR PEOPLE

EMPLOYMENT (CONT'D)

A breakdown of employees who left the organisation in FY2023 and FY2022², by age group and by gender, is as follows:






² The Resignee figures for FY2022 have been restated to incorporate employees from Malaysia AR Dental.

OUR PEOPLE

EMPLOYMENT (CONT'D)




At our organisation, we place a high priority on the well-being of our employees, recognising them as our most valuable asset. To safeguard their welfare, we provide equitable employment practices, competitive benefits, and reward systems. Our remuneration package strictly complies with 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"> • 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 • 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 FY2023	100%	100%
Percentage of staff that are hired from the local community in FY2023	100%	100%

PATERNITY AND MATERNITY LEAVE

PATERNITY AND MATERNITY LEAVE TAKEN IN FY2023	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	16	17
Number of team members who returned to work after parental leave ended and were still employed after 12 months	1	16	17
Return to work rate (%)	100%	100%	100%
Retention rate (%)	100%	100%	100%

OUR PEOPLE

EMPLOYMENT (CONT'D)

PATERNITY AND MATERNITY LEAVE (Cont'd)

PATERNITY AND MATERNITY LEAVE TAKEN IN FY2023	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	4	4
Return to work rate (%)	N/A	100%	100%
Retention rate (%)	N/A	100%	100%

Strategy for Organic Growth

Q & M will concentrate on its Singapore operations and has launched a strategy of robust organic growth for its dental clinics in the country. This strategy involves expanding the clinic network, enhancing staff utilisation, optimising existing clinic operations, and improving profit margins. Furthermore, the group is actively seeking opportunities to expand its dental business into Southeast Asian countries.

FY2024 Targets

The Group places great importance on the well-being of our employees and has recently evaluated their benefits. To further support our staff, we have improved our existing benefits and introduced new initiatives. These initiatives encompass scholarships and bursaries for employees' children in school, along with team-building activities to foster unity and collaboration. We are dedicated to fostering a diverse workforce and will actively recruit individuals from various backgrounds.

OUR PEOPLE

DIVERSITY AND EQUAL OPPORTUNITY

The Group is committed to providing equal opportunities for recruitment and career advancement, guided by the principles of meritocracy. Our employees are assessed solely on their skills, abilities, and performance, without any discrimination based on gender, race, social status, 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.

Our diversity policy underscores the importance of achieving a balanced mix of skills, knowledge, experience, and perspectives within the Board to support our business objectives. The Nomination Committee considers various aspects of diversity, including background, experience, gender, age, and other pertinent factors, when assessing Board composition and succession planning. The current Board size is deemed appropriate for effective decision-making, considering the Group's operations. Our Board consists of individuals with diverse gender, age, skills, and knowledge, including legal and accounting expertise, collectively providing a wide range of perspectives.

BOARD DIVERSITY BY GENDER	FY2023
Male	6
Female	1

BOARD DIVERSITY BY AGE GROUP	FY2023
Under 30 years old	0
Between 31 to 50 years old	0
Over 50 years old	7

BOARD DIVERSITY BY RACE	FY2023
Chinese	6
Indian	1

OUR PEOPLE

DIVERSITY AND EQUAL OPPORTUNITY (CONT'D)

WORKFORCE BY GENDER³

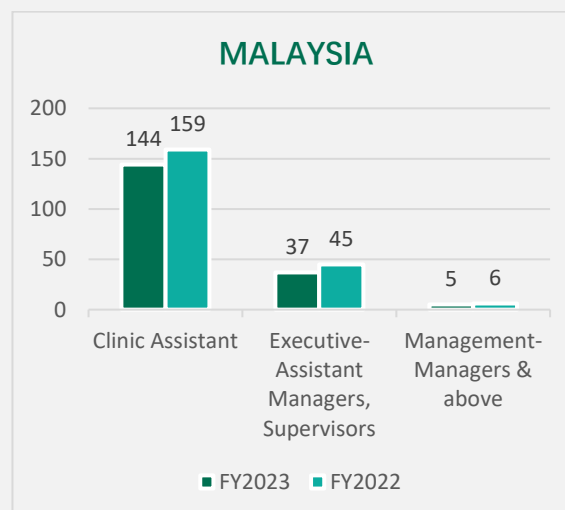
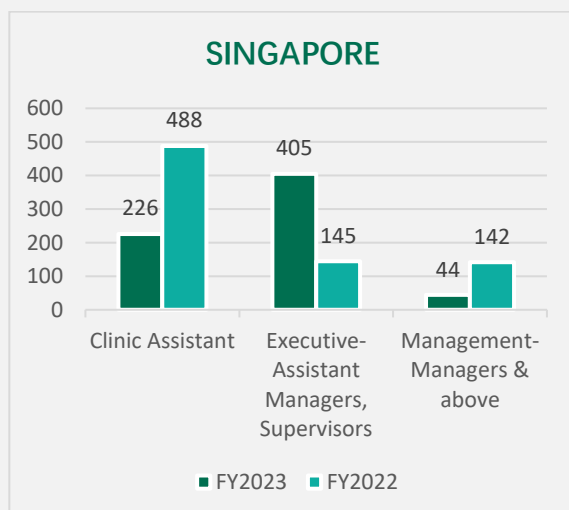
SINGAPORE



MALAYSIA



EMPLOYMENT BY CATEGORY



EMPLOYMENT BY CATEGORY, BY GENDER	SINGAPORE			
	FY2023		FY2022	
	MALE	FEMALE	MALE	FEMALE
Clinic Assistant	9	217	68	420
Executive- Assistant Manager, Supervisor	96	309	15	130
Management Level- Manager & above ⁴	16	28	64	78
EMPLOYMENT BY CATEGORY, BY GENDER	MALAYSIA ⁵			
	FY2023		FY2022	
	MALE	FEMALE	MALE	FEMALE
Clinic Assistant	18	126	50	109
Executive- Assistant Manager, Supervisor	13	24	25	20
Management Level- Manager & above ⁶	2	3	6	0

³ FY2022 figures for Malaysia have been restated to incorporate employees from Malaysia AR Dental.

⁴ Inclusive of the Board.

⁵ Refer to Footnote 3.

⁶ Inclusive of the Board.

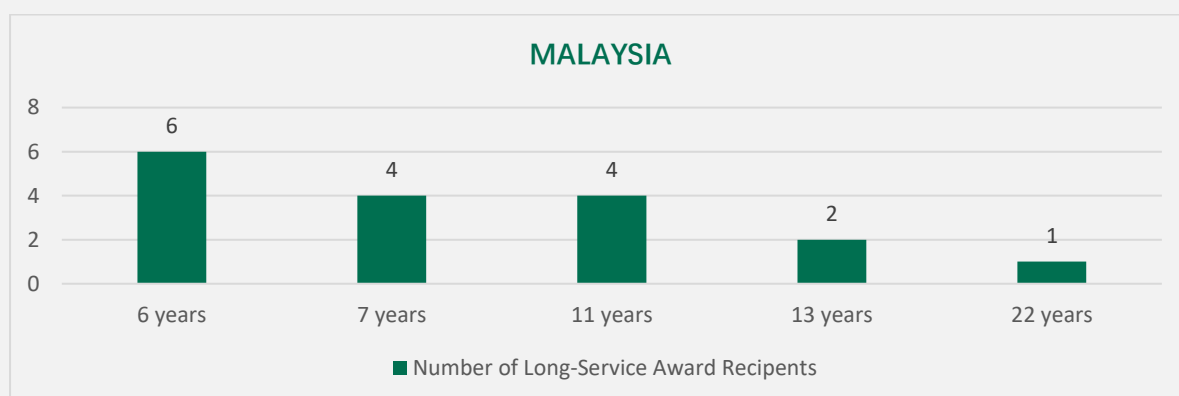
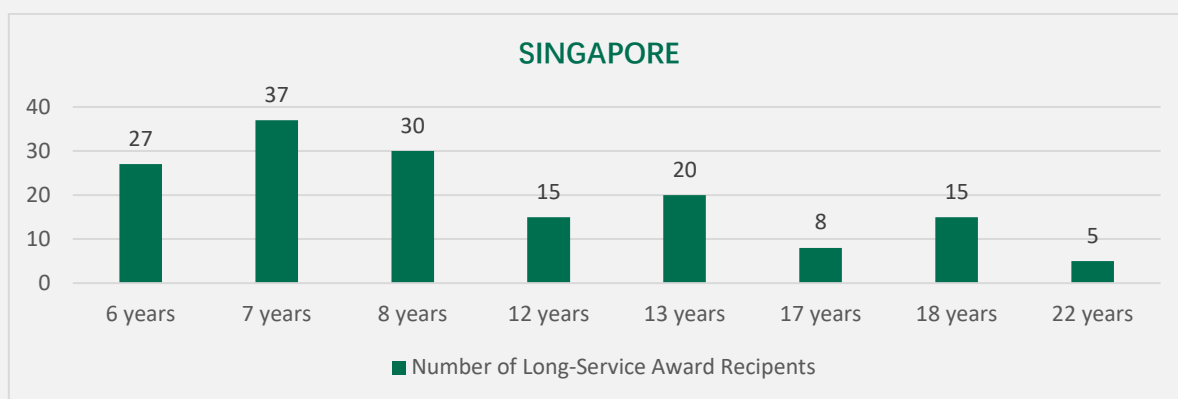
OUR PEOPLE

DIVERSITY AND EQUAL OPPORTUNITY (CONT'D)

As part of our organisation's dedication to maintaining high-performance standards, we conduct annual performance appraisals for each staff member in collaboration with their respective reporting supervisor. These evaluations are structured to thoroughly assess the employee's work over the past year, identifying areas of proficiency and areas for growth.

Furthermore, we adhere to our Human Resource Policy, which underscores the importance of using performance-based criteria for evaluating staff and determining appropriate compensation. This approach ensures our organisation remains competitive and supports employees in achieving their maximum potential. By employing these metrics to assess employee performance, we aim to uphold a consistent standard of excellence for all staff members, fostering a culture of continual learning and advancement.

The chart below shows the number of staff who were awarded with long-service award in FY2023.



FY2024 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. We also target to employ staff with multilingual skills or to develop languages skills through internal learning.

OUR PEOPLE

DIVERSITY AND EQUAL OPPORTUNITY (CONT'D)

Let's Hear from our Employees

"I am glad to share my positive experience working at Q & M Dental Group. On my first day of work, I was overwhelmed with the clinic operation.

However, thanks to my supportive and professional colleagues, I can adapt to clinic life easily and find fulfillment in providing the same standard of quality service to patients. The team's commitment to provide exceptional dental care is truly commendable. I was impressed by the dedication of each staff member, from the skilled dentists to the friendly administrative staff.

I am grateful to the entire team at Old Airport Road for a positive and enjoyable workplace culture. The mentorship and guidance I received contributed to my professional growth and development."

Ella Goh, DSA, Q & M Old Airport Road

"I am delighted to share my enthusiasm for the incredible team that makes our clinics stand out in the field of dental care.

I have witnessed a level of dedication and professionalism from our team that exceeds expectations. The commitment to delivering high-quality dental care is evident in every interaction with our patients.

One of the key strengths of our clinic lies in the collaborative spirit among our staff. The emphasis on effective communication and teamwork has truly set us apart.

I am particularly proud of our clinic's commitment to staying at the forefront of dental technology. The integration of state-of-the-art equipment and our team's willingness to embrace advancements in the field showcase our dedication to providing the best possible care to our patients.

I am blessed to have a team who are hardworking, dedicated and with a passion for dentistry. It is a privilege to lead such a dynamic and forward-thinking group of individuals.

In conclusion, I wholeheartedly recommend Q&M Dental Group to those seeking exceptional dental care and a rewarding professional environment. The collective effort of our team continues to make us a leader in the dental industry."

Joanne Tiong, Area Manager

OUR PEOPLE

DIVERSITY AND EQUAL OPPORTUNITY (CONT'D)

Let's Hear from our Employees

"As a member of the Q & M family, I've had the privilege of not only growing professionally but also learning some valuable life lessons along the way. It's been quite the journey – from navigating the intricacies of customer service and complaint management, to delicately balancing the needs of our patients while ensuring the satisfaction of our esteemed dental team. Each day brings its own set of challenges, but with the guidance of our supportive management, we've managed to turn even the toughest situations into opportunities for growth and positive outcomes. While I may not have all the answers, I've certainly learned a thing or two about the importance of patience, empathy, and maintaining open communication to ensure both our patients and our dental team are satisfied with the service provided. As I continue to evolve in my role, I'm grateful for the experiences that have shaped me into the dedicated professional I am today. Here's to many more smiles and memorable moments ahead!"

Serene Soh, Senior Customer Service Manager

"I am grateful for the opportunity to have been a part of the Q & M family for the past 15 years. It has been a journey filled with growth, challenges, and varied experiences. I am very thankful for the support, mentorship and opportunities that have been provided to me throughout my time here and hope to be able to continue to contribute to the Company for as long as I can.

Staying with the Company for such a long time has taught me the value of loyalty, perseverance, and continuous learning to overcome obstacles.

I believe my ability to stay with the Company stems from my dedication and commitment to my job and the passion for what I do. Encouragement comes from the trust placed in me and the relationships I have built with my colleagues over the years.

I look forward to many more years of my contribution to the continued success of Q & M and am very excited to see what the future holds for all the members. Thank you to Q & M Dental Group!"

Helen Ho, HQ Finance

OUR PEOPLE

OCCUPATIONAL HEALTH AND SAFETY

At Q & M, we are unwaveringly committed to prioritising health and safety in the workplace by proactively identifying and addressing potential hazards that could jeopardise the well-being of our staff, dentists, patients, and visitors.

Our Group has implemented an incident and injury reporting mechanism, empowering our staff to assess the severity of injuries and promptly report them, ensuring injured individuals receive timely medical attention. These reports play a crucial role in identifying and mitigating potential hazards before they escalate into costly or tragic incidents.

In the event of a workplace injury, the involved staff member is required to promptly notify their immediate supervisor. Additionally, any faulty equipment or instruments posing safety risks will be promptly addressed, removed, or replaced to uphold workplace safety standards.

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, for example 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 Jiu, and the team comprises our subsidiary, Quantumleap. The Taskforce team monitors the inspection and renewal of the applicable licences of our equipment and facilities, to ensure that we comply with the relevant laws. The Taskforce team conducts semi-annual dental equipment maintenance which includes dental chairs, autoclaves, compressors, and X-ray units. We undergo annual internal and external audits to maintain the certifications and licences mandated by regulatory authorities. We are fully aware of the severe repercussions of any non-compliance and therefore adhere strictly to relevant regulations to ensure a safe environment for all.

In our commitment to fostering a safe and healthy workplace, we provide our employees access to a range of health and occupational services. This includes partnering with MHC Asia Group to appoint medical doctors, as well as facilitating access to medical clinics within Q & M Dental Group premises or approved public medical institutions such as polyclinics and hospitals. To uphold our commitment to fairness and well-being, all staff members, including foreign workers, are covered by a Group Hospitalisation & Surgical Plan. Moreover, our employees benefit from flexible medical benefits, which cover services including Traditional Chinese Medicine, physiotherapy, chiropractic care, and mental wellness clinics.

During FY2023, there were 7 cases of needle-stick injury, 1 case of fall injury, and 1 case of being hit by an object.

OUR PEOPLE

OCCUPATIONAL HEALTH AND SAFETY (CONT'D)

Malaysia

The Group is well-versed in Malaysia's compliance laws and regulations. Our Malaysian clinics have implemented precautionary measures to protect the well-being and safety of our staff and patients, including providing access to personal protective equipment (PPE), implementing infection control protocols, and managing bio-hazardous waste. Regular health and safety audits conducted by the Ministry of Health ensure compliance with necessary licences and certifications for continued operation.

To mitigate safety hazards in the workplace, our staff receive training in procedural compliance, covering equipment handling and various safety procedures. We are committed to ongoing guideline implementation and continuous training to enhance awareness of potential risks and encourage necessary precautions. Additionally, we provide healthcare insurance to all staff, including the management team, ensuring access to the required standard of care.

We are pleased to report zero cases of fatal and non-fatal workplace accidents and no incidents of non-compliance with relevant health and safety standards in FY2023.

Patients' Health and Safety

We consider safety to be a cornerstone of our service quality, and as such, our processes and procedures are meticulously designed to minimise clinical incidents.

To provide safe and high-quality dental healthcare to our patients, we enforce stringent infection control policies. These include sterilisation of dental and medical equipment, rigorous maintenance of clinical apparatus to prevent bacterial growth, and proper disposal of waste in biohazard containers. We strictly adhere to Good Distribution Practice Medical Device (GDPMD) guidelines for dental equipment and supplies, and we evaluate suppliers before adding them to our Approved Suppliers List. Our proprietary Clinic Management Software enables us to actively monitor the expiration dates of drugs and dental supplies to safeguard the health and safety of our patients. We continuously strive to enhance patient safety through comprehensive training for our staff and maintaining transparent communication with our patients.

We are pleased to report that in FY2023, no penalties or fines were imposed for breaches or lapses in occupational health and safety protocols.

FY2024 Target

In FY2024, we will persist in promoting heightened awareness to cultivate a robust culture of safety compliance among our staff. We will regularly provide training sessions or reminders to our staff regarding essential precautionary measures when handling equipment or sharp objects, and we will ensure their continued adherence to safety and health regulations, thereby reducing the incidence of reported workplace incidents.

OUR PEOPLE

TRAINING AND EDUCATION

Our belief in the pivotal role of our personnel underpins our commitment to fostering strong relationships and delivering high-quality dental care to our community. Central to achieving this goal is ensuring that our team members possess the requisite skills and expertise. We recognise that continual enhancement of staff skills and knowledge is essential for the enduring success of our organisation, serving as the cornerstone of our operational efficiency and competitive edge.

In line with our core values of 修身 (self-cultivation) and 平天下 (fair treatment), we are dedicated to nurturing professionalism and cultivating future leaders by providing comprehensive training and development opportunities for all staff. The establishment of Q & M College of Dentistry and Q & M Dental Institute underscores our commitment to grooming the next generation of dental practitioners. Through these institutions, we aim to equip newly recruited postgraduate dentists with the necessary skills and hands-on experience to deliver exceptional treatment to our patients.

In addition to internal training programmes and refresher courses held throughout the year, we regularly host workshops, seminars, and conferences led by industry specialists to enhance the technical proficiency and knowledge base of our dental team. Recognising the importance of exposure to diverse learning opportunities, we support our young dentists by facilitating their attendance at external courses such as the Singapore Oral Health Congress and international conferences, thereby enabling them to further hone their skills and expertise.



Photos of Dentists and Clinic Assistants at training

OUR PEOPLE

TRAINING AND EDUCATION (CONT'D)

In FY2023, the Group provided more than 50 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">• Leadership Unleashed 4.0• Info-Tech Payroll Training• Info-Tech Scheduling Module• Understanding The Progressive Wage Mark• Adapting to the Era of Workplace Fairness• "Improve HR Planning" Analytics Workshop• SHRI Dialogue on Workplace Fairness with NTUC• TAFEP Workshop - Building a Sustainable Workforce• Content 360 – The art of telling the tale• Digital Marketing Asia- World of sustainable innovation with Marketing and Technology• Practitioner Certificate in Personal Data Protection (Singapore) 2020 (WSQ)• SBF x MOM Webinar Navigating the Complementary Assessment Framework (COMPASS) & enhanced medical insurance• NITEC in Basic Dental Assisting• SBF Information Sharing Session (ISS): Understanding the Progressive Wage Mark• SME in Focus: Winning in the War for Talent• Skill Up your Human Capital: Managing your workforce Psychology to Recruit & Retain

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• Dental Assisting (Basic level)• Dental Assisting (Intermediate level)• Dental Assisting (Advance level)• Front desk & customer service• Service Excellence• Clinic Sales Excellence• Occupational Hazard & Safety• Effective Service Recovery• HR System: e-Attendance for Admin (part 1 & 2)• HR System: e-Attendance for Clinic (part 1 & 2)

In 2019, Q & M founded the Q & M College of Dentistry ("College") to deliver postgraduate dental education, fostering ongoing learning and professional advancement for dentists. The College provides Singapore's premier private postgraduate diploma course in clinical dentistry. Through training at the College in Singapore or overseas, our dentists can enhance their skills, enabling them to perform more advanced dental procedures, thus increasing revenue per patient. It should be noted that not all dentists have undergone training at the College of Dentistry.

OUR PEOPLE

TRAINING AND EDUCATION (CONT'D)

Throughout the year, we have provided various training programs to our staff, yielding positive results. HQ staff members developed and committed to a weekly inspection schedule to visit clinics, guide doctors and nurses in improving soft skills and customer handling techniques and ensure general compliance with clinic procedures. We are confident that these training initiatives will enhance the performance of our dentists, nurses, and staff, enabling them to deliver high-quality dental healthcare services to our customers more effectively.

TOTAL NO. OF TRAINING HOURS (BY GENDER)				
SINGAPORE	2023		2022	
	Male	Female	Male	Female
Total number of training hours provided to staff (hours)	298	16,848	374.3	2,608.7
Total number of staff ("Clinic Assistants", "HQ Staff") that attended training	18	628	80	573
Average training hours	16.56	26.83	4.68	4.55
MALAYSIA	2023		2022	
	Male	Female	Male	Female
Total number of training hours provided to staff (hours)	432	2,368	99.2	443.8
Total number of staff ("Clinic Assistants", "HQ Staff") that attended training	81	444	32	143
Average training hours	5.33	5.33	3.10	3.10

TOTAL NO. OF TRAINING HOURS (BY EMPLOYEE CATEGORY)				
SINGAPORE	2023		2022	
	Clinic Assistants	HQ Staff	Clinic Assistants	HQ Staff
Total number of training hours provided to staff (hours)	16,640	456	2002.5	626.5
Total number of staff ("Clinic Assistants", "HQ Staff") that attended training	608	38	453	88
Average training hours	27.37	12.00	4.42	7.12
MALAYSIA	2023		2022	
	Clinic Assistants	HQ Staff	Clinic Assistants	HQ Staff
Total number of training hours provided to staff (hours)	350	50	300	50
Total number of staff ("Clinic Assistants", "HQ Staff") that attended training	170	8	107	5
Average training hours	2.06	6.25	2.80	10.00

OUR PEOPLE

TRAINING AND EDUCATION (CONT'D)

Training Testimonials

“The Orthodontics course for Q & M College has been thoughtfully developed by dental professionals, specifically for dental professionals. This innovative approach challenges the traditional education model and tailors the curriculum to meet the specific needs of dentists that are already practicing. This unparalleled program offers comprehensive training and knowledge in advanced dentistry that is unmatched by any other course in the world. Taught by esteemed specialists in the field, this is the only place where you can access a comprehensive breadth of knowledge and expertise of multiple disciplines all under one roof.”

Dr Hwang Jun Hyuk, Q & M College Orthodontics Module Lecturer

“The Intermediate Dental Assisting course is interesting and the teacher explained everything in detail. This also taught me a lot and made me understand the importance of the treatment process.”

Mak Jing Ye, DSA, Q & M Alexandra Road

FY2024 Targets

Singapore

In FY2024, we hope to continue to strengthen our staffs’ skill set by searching for and introducing more internal and external upskill training programmes. We will also continue rolling out SkillsFuture and WDA-accredited DSA training programs to provide opportunities for learning and development. We aim to ensure that staff training is provided to all new staff and to renew training programs for existing staff.

Malaysia

In Malaysia, we intend to pursue additional training programs and seminars for our dentists and dental surgery assistants. Furthermore, we will continue to recognise and reward staff members who consistently deliver exceptional customer service and clinics that demonstrate strong teamwork to bolster staff morale.



Photos above illustrates trainings conducted in Malaysia.

OUR COMMUNITY

LOCAL COMMUNITY INITIATIVES

Q & M Cares

Through a range of CSR initiatives, the Group has brought together individuals who share a common vision, including dentists, administrators, dental suppliers, and nurses, to form a committee known as Q & M Cares. This committee orchestrates regular CSR events where volunteer dentists and nurses contribute their time and expertise to support the underprivileged in society.

Q & M Cares has partnered with FAST (Foreign Domestic Worker Association for Social Support and Training) to offer complimentary wisdom tooth surgery to FAST members who are domestic workers. Since March 2021, our volunteer dentists have been offering this service free of charge once a month at our Q & M clinic in Sembawang. The substantial cost of wisdom teeth surgery, combined with the challenges posed by COVID-19, has resulted in many workers postponing their treatment. Our aim is to alleviate the financial burden on both foreign domestic workers and their employers by providing complimentary screening and wisdom tooth surgery.

Corporate Social Responsibilities Initiatives

In FY2023, Q & M Dental Group continued to demonstrate its unwavering commitment to CSR through a series of impactful initiatives aimed at enhancing community welfare. A cornerstone of our efforts this year was the inauguration of the Free Dental Clinic at Chai Chee, officially opened on 10 July 2023 by the Minister of Health. This pioneering project represents the first free dental clinic in Singapore set up by a private dental group.

Further extending our support to vulnerable communities, Q & M partnered with It's Raining Raincoats to offer dental care to migrant workers. A dedicated team of 16 Q & M dentists volunteered their skills over the year to treat 47 workers, helping to alleviate dental issues and enhance their quality of life. This initiative underscores our commitment to inclusivity and the well-being of all community members.

Our engagement in cultural and charitable activities was highlighted during the Mid-Autumn Festival when we distributed 175 boxes of mooncakes in collaboration with various business partners to four non-profit community organisations. This gesture of goodwill brought joy and fostered a spirit of community among the recipients. Additionally, through a strategic partnership with Community Chest, we launched the 'Change for Charity' initiative, which transforms our dental clinics into donation points where the public can contribute to charity organisations under the National Council of Social Services.

These initiatives reflect Q & M's deep-rooted commitment to not only advancing health but also supporting social welfare, illustrating our broader dedication to building a sustainable future and positively impacting the communities we are privileged to serve.



Launch of the 'Change for Charity' initiative.

OUR COMMUNITY

LOCAL COMMUNITY INITIATIVES (CONT'D)



We are proud to announce the establishment of the Free Dental Clinic, a pioneering initiative aimed at providing essential dental care and treatment to the underprivileged in Singapore. Located at the void deck of Block 26 Chai Chee Road, this clinic represents a collaborative effort between our private dental group and community leaders. Officially launched by Health Minister Ong Ye Kung, the clinic marks a significant milestone as the first of its kind in Singapore.

Operated entirely on a voluntary basis, the Free Dental Clinic is staffed by approximately 60 dedicated dentists who rotate their services to ensure continuous operation. Our objective is to expand our current capacity and reach, with ambitions to serve up to 5,000 patients annually, a substantial increase from our current outreach of 1,400 patients per year. Through this initiative, we aim to address the pressing need for accessible dental care within underserved communities, thereby contributing to the overall well-being and health equity of our society.

FY2024 Targets

With the charity status recently obtained, our goal is to further enhance the operations of the Free Dental Clinic, as we aim to broaden our capacity and extend our reach. Our target is to increase our annual patient outreach to 5,000 individuals, a significant advancement from our current level of 1,400 patients per year. Through this expansion, we aspire to provide vital dental care to a larger portion of the underprivileged population, thereby positively impacting the community's oral health and well-being.



Distribution of 175 boxes of mooncakes to non-profit community organisations during the Mid-Autumn Festival.

OUR COMMUNITY

DATA PRIVACY

At Q & M, we prioritise the confidentiality of our patients' information. Recognising the importance of data privacy, we handle every patient's data with utmost respect and confidentiality.

As technology evolves in the dental healthcare sector, data security threats have become more prevalent. This has heightened concerns about data security among our Group and our patients. With consumers becoming increasingly aware of how their personal data is utilised, ensuring data privacy has become a paramount issue.

In 2023, as the clinic system gradually improved, we expanded its utilisation across the Group, enhancing the systematic and consistent management of our clinics. This strengthened approach extends to our management of data protection, ensuring more uniform safeguarding of personal information for group patients. Throughout the year, we introduced several company policies concerning patient data privacy, accompanied by detailed processes and measures for managing personal data of both patients and employees.

Looking ahead, we plan to implement standardised training on data protection for employees and nurses through our Q & M College, reinforcing our commitment to safeguarding sensitive information. Notably, in 2023, there were no litigations against the company in Singapore.

We are pleased to report zero breaches of the Personal Data Protection Act (“PDPA”) for FY2023. Moving forward, we remain vigilant in monitoring any changes and updating our Personal Data Protection Policy (“PDPP”) to uphold the security of our patients' personal information.

FY2024 Targets

In the future, our goal remains to sustain a record of zero-reported incidents, and we will persist in obtaining consent from our patients upon registration at our clinics. Additionally, in 2024, we will conduct PDPA training sessions to internal staff and during new nurses' orientation to outline the rights conferred by the PDPA. We will also diligently monitor and revise our website to reflect any policy updates.

OUR COMMUNITY

INNOVATION THROUGH DENTISTRY

Our business strategy prioritises fostering growth in our core operations while also investing in technology and innovation. Q & M strongly advocates for the transformative potential of AI within both our Group and the broader dental industry. To realise these objectives, we are actively engaging in collaborations and pushing forward with system developments through our innovation pipeline.

Artificial Intelligence (“AI”)

The Group fully owns EM2AI Pte Ltd (“EM2AI”), a company dedicated to developing a cutting-edge AI-driven dental solution. This solution assists dentists in diagnosing and creating treatment plans through its proprietary Artificial Intelligence Guided Ethical Clinical Decision Support System (“GECDS”). Additionally, EM2AI has developed an Integrated Dental Management System (“EM2Clinic”), a cloud-based tool designed to streamline patient and clinic management processes.

The EM2Clinic incorporates AI features capable of detecting various dental conditions from x-rays, including both pathologies and non-pathologies such as tooth decay, missing teeth, impacted teeth, fillings, implants, crowns, and retained roots. By leveraging this system, we aim to mitigate potential biases and preconceptions among dentists, thereby enhancing the quality and consistency of diagnosis and treatment.

Moreover, AI-generated findings from dental x-rays are automatically integrated into a dental chart, streamlining workflow, and saving time for dentists and other dental professionals. This workflow automation enables them to concentrate on delivering top-quality care to their patients. Additionally, having a dental chart allows dentists to engage patients more effectively by using visual aids to explain diagnoses and treatment options in a clear and understandable manner. This facilitates greater patient involvement in their own care, empowering them to make informed decisions about their treatment.

In summary, by harnessing the capabilities of AI and machine learning, Q & M aims to enhance patient care and improve overall practice efficiency. This AI detection feature has been successfully implemented across all Q & M clinics in Singapore and Malaysia.

In 2022, EM2AI obtained a Medical Device License Class B from the Health Sciences Authority (“HAS”) Singapore and the Medical Device Authority (“MDA”) of Malaysia, as well as Good Distribution Practice for Medical Device (“GDPMD”) certification in Malaysia. With these licences and certifications, EM2AI is authorised to distribute and sell its AI solution in both Singapore and Malaysia. Furthermore, EM2AI was enrolled in the National Electronic Health Record (“NEHR”) initiative, overseen by the Ministry of Health (“MOH”) and managed by the Integrated Health Information Systems (“IHIS”).

Collaboration with AI Singapore from August to December 2023 resulted in the development of Generative AI Treatment planning, an improvement of the previous existing treatment planning system. As the first Clinic Management System (“CMS”) vendor with NEHR contribution capability for the dental sector, the system provider enabled Q & M to successfully onboard to the NEHR starting January 2024.

OUR COMMUNITY

INNOVATION THROUGH DENTISTRY (CONT'D)

Furthermore, the PDPA policy has been implemented to safeguard the data collected through the AI system and EM2Clinic system used in the clinics, with the system provider obtaining Cyber Security Agency of Singapore's Cyber Essentials for CMS Vendors Certification to meet the baseline cybersecurity requirement under the MOH CMS tiering framework. This comprehensive approach not only ensures data protection but also positions Q & M well to capitalise on emerging opportunities in new markets, as our investment in AI lays the groundwork for potential new revenue streams in the future. Additionally, Q & M launched the Q & M App, allowing patients to access their personal dental visit records on their phones, which includes dental health reports and images taken in the clinic, such as x-rays and colour photos.

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.⁷ <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 Record⁸(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
JUNE 2023	Q & M Patient App is launched

⁷ 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.

⁸ 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 is firmly committed to combatting corruption, dishonesty, and fraud as outlined in our vision. To uphold the highest standards of integrity, we have implemented stringent policies to ensure compliance with relevant regulations aimed at preventing corruption. These policies are clearly outlined in our Employee Handbook, which covers guidelines pertaining to bribery, extortion, fraud, and money laundering. Endorsed by the AC and approved by the Board, this handbook serves as a comprehensive resource for our staff.

Furthermore, we have designated a Legal Counsel responsible for overseeing the implementation of our Prevention of Corruption policy. Additionally, our Group has established a Whistleblowing Policy, encouraging staff, patients, and suppliers to report any suspicious activities they encounter while interacting with Q & M and its partners. Importantly, individuals reporting such concerns are assured protection from reprisals. Any reported matters are promptly directed to AC members for review, and appropriate disciplinary actions are taken under certain circumstances.

Malaysia

Instances of misconduct within the clinics of Q & M Dental Group have been reported in our Malaysian clinics, with 4 confirmed incidents of corruption and 1 employee dismissed for corruption. These include situations where doctors failed to register patients to provide free treatment due to personal relationships, fraudulent voiding of invoices by a doctor for cash payments received from patients, and a nurse's misappropriation of cash. Prompt action was taken in response to these incidents, including written warnings issued to the doctors involved and pending disciplinary action against an ex-practitioner reported to the Malaysian Dental Council. Measures were implemented to enhance compliance with standard operating procedures ("SOPs") and raise awareness of responsibilities among staff. Additionally, internal announcements and reminders during townhall meetings underscored the Group's stance against corruption, dishonesty, and fraud. Management reaffirmed a zero-tolerance policy for misconduct and stressed that immediate action would be taken to report and address any such incidents.

Whistleblowing Policy

The Board of Directors of our Group endorsed the whistleblowing policy in 2014. Below are some examples of incidents that should be reported (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;

OUR COMMUNITY

COMPLIANCE (CONT'D)

- 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.

Socioeconomic Compliance

Our Group remains dedicated to collaborating closely with government agencies and regulators to ensure compliance with statutory and regulatory obligations in the regions where we operate.

During FY2023, we implemented rigorous oversight over dentists and clinic staff, particularly those handling company funds. Additionally, we conducted due diligence, as far as possible, to identify any staff or management involvement in competing businesses, aiming to report zero cases for FY2023.

Furthermore, in FY2023, Q & M had no reported incidents of non-compliance with socio-economic laws and regulations, encompassing licensing, workplace safety, and radiation protection.

FY2024 Targets

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

OUR ENVIRONMENT

We acknowledge the significance of preserving and safeguarding the environment for the well-being of future generations, which forms a fundamental aspect of our sustainability framework. To mitigate our environmental footprint, we have implemented industry best practices in resource utilisation and waste management.

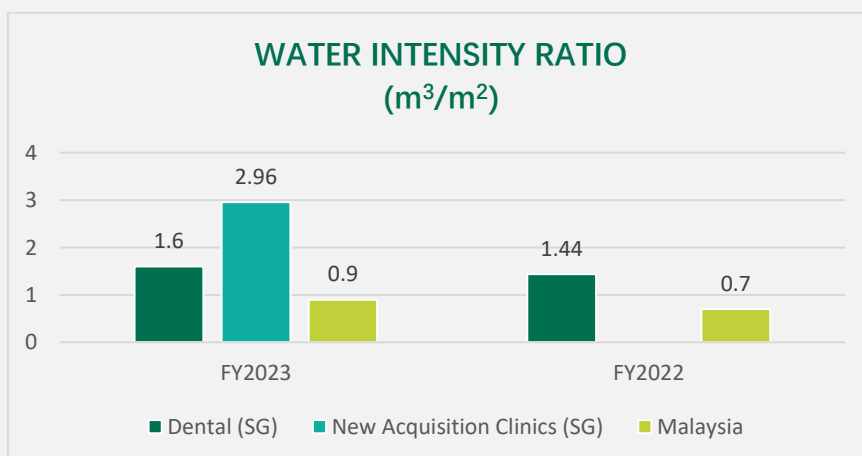
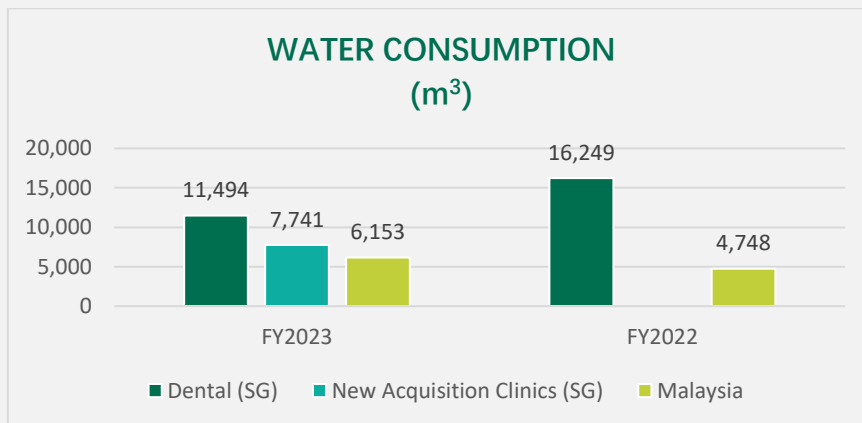
WATER

Ensuring an ample and pure water source is imperative for delivering top-tier dental healthcare services. Our practice prioritises both water conservation and purity, actively promoting water-saving measures among our staff.

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 the water consumption of our dental clinics in Singapore, including our new acquisition clinics, as well as our clinics in Malaysia.



OUR ENVIRONMENT

WATER (CONT'D)

Between FY2022 and FY2023, the company cut its water consumption significantly in both Singapore and Malaysia. Singapore's water consumption saw a decrease of approximately 29.3%, while Malaysia experienced an increase of roughly 29.6% in water usage. However, when looking at water intensity, which considers the amount of water (m³) used per square meter of facility space, Singapore clinics showed improvement, lowering its ratio from 1.6 to 1.4. Malaysia's water intensity ratio also reduced from 0.9 to 0.7, indicating that water usage became more efficient per square meter of facility space despite the increase in water usage.

FY2024 Targets

We are dedicated to maintaining the mentioned initiatives and will explore alternative methods to enhance water efficiency further. Furthermore, we will persist in adhering to water conservation protocols, ensuring our water usage remains within sensible and sustainable limits.

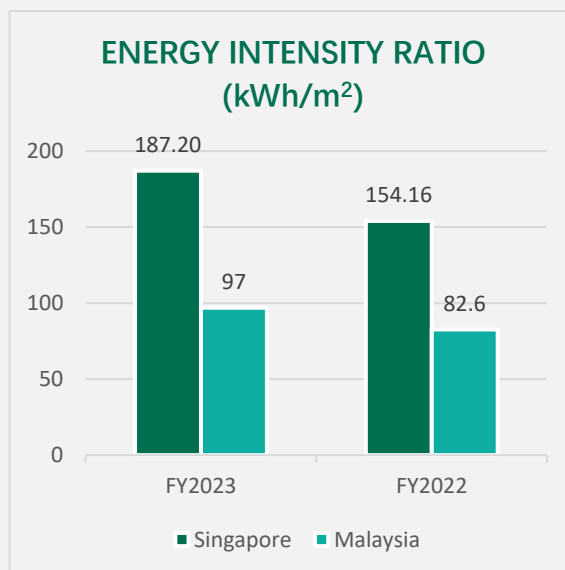
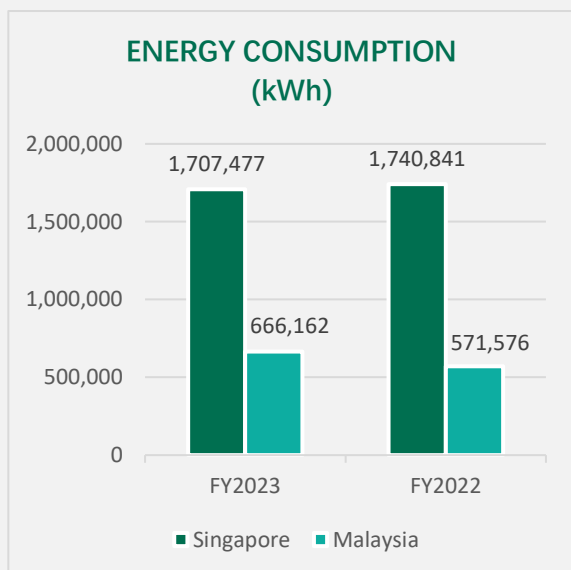
OUR ENVIRONMENT

ENERGY

As part of our dedication to environmental sustainability, we take effort 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

In FY2023, Singapore observed a marginal decrease in energy consumption, suggesting potential improvements in energy efficiency and reduced operational scales. However, the energy intensity ratio rose from 154.16 kWh/m² to 187.20 kWh/m², indicating that energy use per unit area increased, signifying an area for potential efficiency gains. Conversely, Malaysia experienced a slight surge in energy consumption from 571,576 kWh in FY2022⁹ to 666,162 kWh in FY2023, accompanied by an increase in energy intensity ratio from 82.6 kWh/m² to 97 kWh/m², due to a significant rise in operational scope and reduced energy efficiency.



FY2024 Targets

In the future, we are committed to implementing the mentioned initiatives and exploring alternative approaches to decrease our energy consumption. Furthermore, we will closely monitor our electricity usage and aim to develop additional initiatives to enhance the efficiency of our energy utilisation.

⁹ There has been a restatement of Malaysia's energy consumption to 571,576 kWh for FY2022.

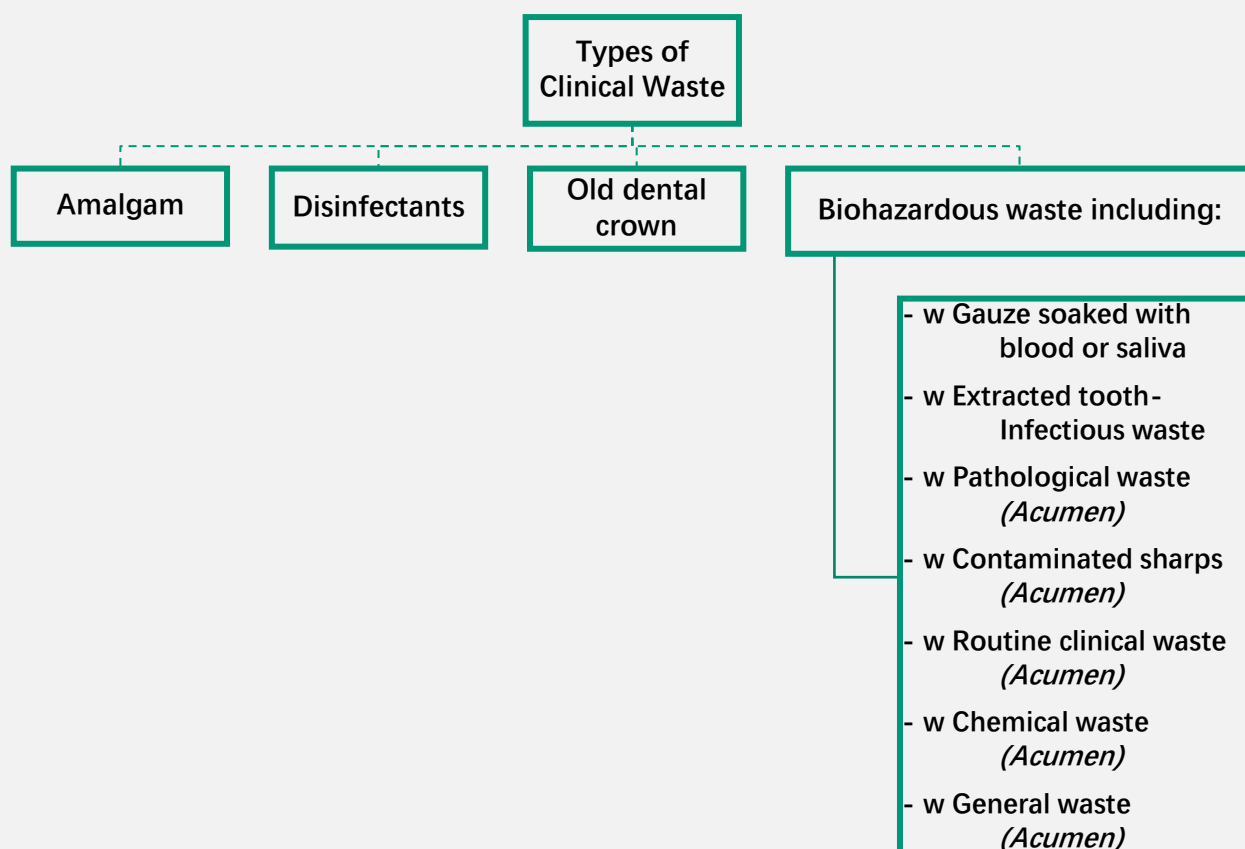
OUR ENVIRONMENT

WASTE MANAGEMENT

At Q & M, we emphasise the meticulous and accountable management of our clinical waste and its appropriate disposal to ensure the safety of our staff, the community, and the environment. Improper disposal of medical waste can lead to the transmission of infectious diseases and environmental contamination, underscoring the seriousness with which we approach these measures.

We generate clinical waste, including items like amalgam, disinfectants, and biological waste, alongside general waste from our routine operations. As such, we are dedicated to adhering to appropriate waste management and disposal protocols for these materials.

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



Singapore

In Singapore, waste generated by dental clinics primarily comprises biological or biohazardous materials. In compliance with the regulations stipulated in the Private Hospital and Medical Clinics Act by the Ministry of Health, we have contracted licensed waste disposal suppliers listed by the NEA's approved medical waste contractors to handle the collection and disposal of sharps and biohazardous waste.

Acumen partners with Asia Medical Enviro Services Pte Ltd for the disposal of biohazardous waste, encompassing both solid and liquid waste management. We ensure the proper segregation of waste by providing designated bins for sharps and general waste. Sharps are disposed of in specialized sharps bins, while general waste is deposited in standard trash bins.

OUR ENVIRONMENT

WASTE MANAGEMENT (CONT'D)

Malaysia

In Malaysia, both outstation clinics and city-based clinics contribute to waste generation, primarily consisting of oral waste. Outstation clinics produce up to 5kg of waste per month, while city-based clinics typically generate around 2kg of waste monthly per clinic.

During FY2023, we maintained adherence to local regulations for waste management, installing refrigerated areas in all new clinics for storing clinical waste before disposal. We are pleased to report zero instances of non-compliance with regulations governing the disposal of hazardous and non-hazardous waste in the FY2023.

FY2024 Targets

In the future, our priority will be to seek sustainable alternatives aimed at minimising clinical waste destined for landfills. We will also closely monitor the efficiency of our clinical waste disposal methods and ensure that our waste management partners adhere to local laws and regulations, meeting our established standards and expectations.

OUR ENVIRONMENT

TCFD REPORT

This section of this report marks our initial step towards incorporating the TCFD recommendations for climate-related disclosures, aligning with our commitment to transparency and sustainability.

As we embark on this journey, our goal is to achieve full adoption of the TCFD recommendations by FY2025. To accomplish this, the company has adopted a phased approach, detailed in the table below. Through this process, we aim to enhance our understanding of climate-related risks, integrate climate considerations into our decision-making processes, and ultimately strengthen our resilience to climate change impacts.

This section of the report serves as a testament to our dedication to responsible climate governance and our ongoing efforts to build a sustainable future. The table below illustrates our phased approach for fully incorporating the 11 TCFD recommended disclosures in the forthcoming years.

	Year 1 (FY2023)	Year 2 (FY2024)	Year 3 (FY2025)
Governance	Describe the governance structures, including Board oversight and management’s role.	-	-
Strategy	-	Identify the climate-related risks, opportunities, and impacts.	Scenario analysis with quantitative outcomes.
Risk Management	-	-	Describe the processes for identifying, assessing, and managing climate related risks and how this is integrated with the organisation’s overall risk management.
Metrics and Targets	Compute and disclose Q & M’s major subsidiaries’ operational carbon footprint (Scope 1 and Scope 2 GHG emissions).	Identify metrics used for the assessment.	Identify targets in quantitative terms.

Governance

Board’s oversight of climate-related risks and opportunities

Q & M Dental Group's Board of Directors plays a pivotal role in aligning our business strategy with environmental sustainability and climate resilience. Committed to transparency and accountability, the Board has adopted a phased approach in compliance with the TCFD recommendations.

OUR ENVIRONMENT

TCFD REPORT (CONT'D)

The Board has undertaken a preliminary operation-based assessment to evaluate the climate-related risks and opportunities that could potentially impact our operations. This initial assessment suggests that while the direct impacts of climate change on our operations are currently minimal, the Board remains proactive in its oversight. Recognising the dynamic nature of climate-related issues, the Board vigilantly monitors the evolving landscape to anticipate and mitigate potential risks.

By establishing a structured governance framework to oversee these matters, the Board ensures that Q & M Dental Group not only meets current standards for climate-related reporting but also positions itself to adaptively respond to future challenges and opportunities in the realm of climate change. This approach underscores our broader commitment to sustainability and the responsible stewardship of environmental resources across all levels of our operations.

Management's role in assessing and managing climate-related risks and opportunities

At Q & M Dental Group, management plays an integral role in the assessment and management of climate-related risks and opportunities, embracing a multi-faceted approach:

Risk Assessment and Identification: Our management team conducts risk assessments, identifying potential climate-related risks that could impact various facets of our operations. This involves analysis of both current and emerging threats to ensure robust strategic planning.

Stakeholder Engagement: Recognising the importance of diverse perspectives, our management actively engages with stakeholders, including investors, patients, and community partners. This engagement ensures that our strategies are responsive to the concerns and expectations of those we serve and those who invest in us.

Financial Implications: The financial implications of climate-related risks and opportunities are rigorously evaluated. Management is tasked with integrating these considerations into our financial planning and investment decisions, ensuring the long-term financial sustainability of our operations in the face of climate variability.

Operational Resilience: Ensuring our operational resilience is key to managing climate-related risks. Our management team works to build adaptive operational practices that can withstand and quickly recover from climate-induced disruptions.

Regulatory Compliance: We are committed to compliance with all relevant environmental regulations. Our management team closely monitors regulatory changes and ensures that our operations are not only compliant but also aligned with the best practices for environmental stewardship.

Performance Monitoring and Reporting: Finally, our management is responsible for the continuous monitoring and reporting of our performance in managing climate-related issues. This is aligned with the TCFD recommendations for transparency, reflecting our dedication to providing stakeholders with clear and accurate information about our climate-related efforts.

Through this comprehensive approach, Q & M's management team demonstrates its commitment to incorporating climate considerations into the heart of our strategic decision-making processes, ensuring that we remain at the forefront of environmental sustainability within the dental healthcare industry.

OUR ENVIRONMENT

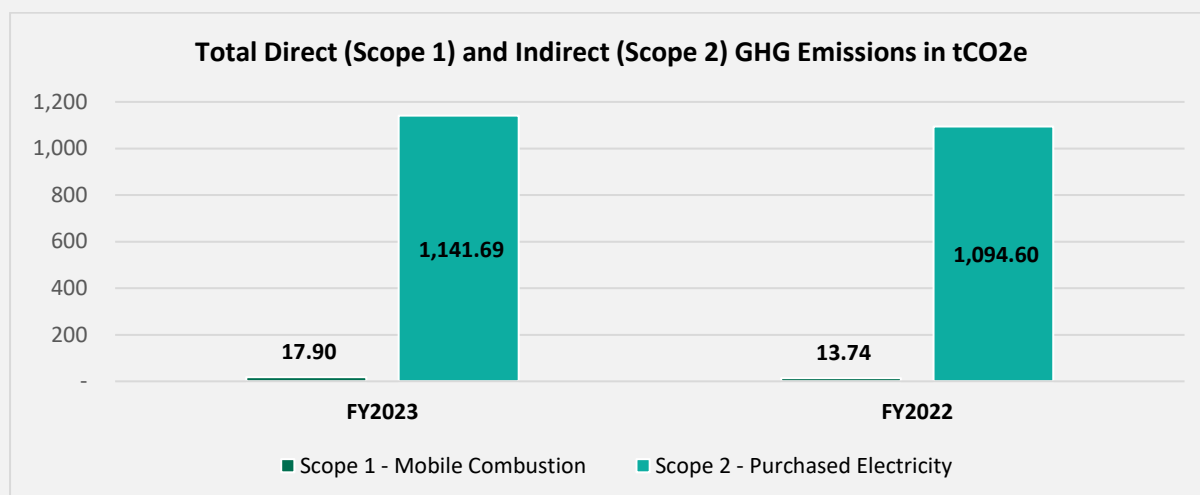
TCFD REPORT (CONT'D)

Metrics and Targets

Acknowledging the importance of monitoring the Group's performance in environmental material topics, we have incorporated the following climate-related metrics for disclosure in the earlier sections of this report:

- Scope 1 emissions, arising from the Mobile Combustion of diesel and gasoline in our operational vehicles for FY2023.
- Scope 2 emissions, arising from Purchased Electricity Usage for FY2022 and FY2023, generated by our company's operations in Singapore and Malaysia.

We are committed to progressively enhancing the quality and completeness of our disclosures in subsequent reports. The chart provided below offers a summary of the total greenhouse gas ("GHG") emissions¹⁰.



¹⁰ Emission factors used are from Singapore's Energy Market Authority, GHG Protocol, the Institute for Global Environmental Strategies' List of Grid Emission Factors (version 11.1), UK Government GHG Conversion Factors for Company Reporting.

OUR ENVIRONMENT

SUPPLY CHAIN MANAGEMENT

We collaborate closely with our suppliers to advocate sustainable practices and maintain ethical standards throughout our supply chain. By embedding sustainability principles into our supply chain management, our goal is to minimise our environmental footprint, foster social responsibility, and sustain mutually beneficial relationships with our trusted suppliers and partners. Our supply chain management focuses on three key areas:

Three Main Focus Areas



Sustainable Sources

We are dedicated to sourcing our essential materials from sustainable origins. Through our subsidiary, Quantumleap Healthcare Pte Ltd ("Quantumleap"), we have partnered with numerous local and international suppliers to ensure the sustainability of our sources. Despite challenges posed by the pandemic such as extended delivery timelines and increased shipping costs, we have taken measures to mitigate disruptions to our dental clinics' operations by maintaining a larger inventory stock, guaranteeing a consistent supply of essential items.

In Malaysia, our Group has established a long-term partnership with AR Dental Sdn Bhd, a prominent distributor of dental equipment and tools, to support our business operations.



Supply Chain Assurance

Our Group's procurement policies dictate that suppliers are assessed according to the principles outlined within. We follow a rigorous selection and evaluation process regularly to verify that their performance aligns with our policies.



Environmental Impact

To foster ongoing engagement and sustain our relationship with our supplier network, we actively encourage their participation in environmentally sustainable practices.

Additionally, our preferred suppliers are required to register with the relevant local regulatory bodies and adhere to established ethical standards.

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 2023 to 31 December 2023 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

GRI Standard	Disclosure	Page
GRI 2:	The Organisation and its Reporting Practices	
General	2-1 Organisational details	4-9
Disclosures	2-2 Entities included in the organisation’s sustainability reporting	4
2021	2-3 Reporting period, frequency and contact point	4
	2-4 Restatements of information	23, 24
	2-5 External assurance	4
	Activities and Workers	
	2-6 Activities, value chain and other business relationships	10-11, 55
	2-7 Employees	22-27
	2-8 Workers who are not employees	N.A.
	Governance	
	2-9 Governance structure and composition	AR: 27
	2-10 Nomination and selection of the highest governance body	AR: 30-31
	2-11 Chair of the highest governance body	AR: 30
	2-12 Role of the highest governance body in overseeing the management of impacts	AR: 24
	2-13 Delegation of responsibility for managing impacts	AR: 24
	2-14 Role of the highest governance body in sustainability reporting	17
	2-15 Conflicts of interest	AR: 24
	2-16 Communication of critical concerns	4
	2-17 Collective knowledge of the highest governance body	1-3
	2-18 Evaluation of the performance of the highest governance body	AR: 38
	2-19 Remuneration policies	AR: 39-42
	2-20 Process to determine remuneration	AR: 39
	2-21 Annual total compensation ratio	AR: 41
	Strategy, Policies and Practices	
	2-22 Statement on sustainable development strategy	17
	2-23 Policy commitments	33, 41, 43,45
	2-24 Embedding policy commitments	33-45
	2-25 Processes to remediate negative impacts	N.A.
	2-26 Mechanisms for seeking advice and raising concerns	45
	2-27 Compliance with laws and regulations	45
	2-28 Membership of associations	14
	Stakeholder Engagement	
	2-29 Approach to stakeholder engagement	18-19
	2-30 Collective bargaining agreements	N.A.
GRI 3:	Materiality Assessment	
Material	3-1 Process to determine material topics	20-21
Topics 2021	3-2 List of material topics	21
	3-3 Management of material topics	20-21

GRI CONTENT INDEX

GRI Standard	Disclosure	Page	
GRI 205: Anti-corruption 2016	Anti-Corruption and Anti-Competitive Behaviour		
	205-3	Confirmed incidents of corruption and actions taken	45-46
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	47-48
	303-5	Water consumption	47
GRI 306: Waste 2020	Waste		
	306-1	Waste generation and significant waste-related impacts	50
	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	23-24
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	25-26
	401-3	Parental leave	26-27
	202-2	Proportion of senior management hired from the local community	26
GRI 403: Occupational Health and Safety 2018	Occupational Health and Safety		
	403-1	Occupational health and safety management system	33
	403-2	Hazard identification, risk assessment, and incident investigation	33-34
	403-5	Worker training on occupational health and safety	33-34
	403-6	Promotion of worker health	33-34
	403-9	Work-related injuries	33-34
GRI 404: Training and Education 2016	Employee Training and Education		
	404-1	Average hours of training per year per employee	27
	404-2	Programs for upgrading employee skills and transition assistance programs	36
GRI 405: Diversity and Equal Opportunity 2016	Diversity and Equal Opportunity		
	405-1	Diversity of governance bodies and employees	28-29
GRI 413: Local Communities 2016	Local Communities		
	413-1	Operations with local community engagement, impact assessments, and development programs	39-40
GRI 203: Innovation through Dentistry	Innovation through Dentistry		
	203-1	Infrastructure investments and services supported	42-44
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	34
GRI 418: Data Privacy	Data Privacy		
	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	41
Supply Chain Management		55	

TCFD CONTENT INDEX

TCFD Pillars	Recommended Disclosures	Page
Governance		
Disclose the organisation's governance around climate-related risks and opportunities	a) Describe the board's oversight of climate-related risks and opportunities.	52
	b) Describe management's role in assessing and managing climate-related risks and opportunities.	53
Strategy		
Disclose the organisation's governance around climate-related risks and opportunities.	a) Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long term.	As part of reporting in our phased approach, Q & M will be disclosing this in 2024 and 2025.
	b) Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning.	
	c) Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	
Risk Management		
Disclose how the organisation identifies, assesses, and manages climate-related risks	a) Describe the organisation's processes for identifying and assessing climate-related risks.	As part of reporting in our phased approach, Q & M will be disclosing this in 2025.
	b) Describe the organisation's processes for managing climate-related risks.	
	c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation's overall risk management.	
Metrics and Targets		
Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material	a) Disclose the metrics used the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process.	54
	b) Disclose Scope 1, Scope 2 and if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks.	54
	c) Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets	As part of reporting in our phased approach, Q & M will be disclosing this in 2025.