



Q & M Dental Group (Singapore) Limited

SUSTAINABILITY REPORT 2018

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About this report

This is Q & M Dental Group (Singapore) Limited's (and together with its subsidiaries, collectively the "Group", "we", "our" or "Q & M") second sustainability report for the year ended 31 December 2018 ("FY 2018"). This report was prepared in accordance with the Singapore Exchange Securities Trading Limited ("SGX-ST") Mainboard Listing Rule 711A and 711B and the Global Reporting Initiative ("GRI") Standards Sustainability Reporting Guidelines 2016 - Core Option and its reporting principles.

We have not sought external assurance for this report. Nonetheless, the Group's Sustainability Taskforce has prepared the report in line with the principles of stakeholder inclusiveness, sustainability context, materiality and completeness. To ensure the quality of this report, we have applied the GRI principles of accuracy, balance, clarity, comparability, reliability and timeliness. The Sustainability Taskforce would review the option to seek external assurance in subsequent years.

Reporting Scope

This report covers the sustainability performance of our operations in Singapore and Malaysia for the financial year ended 31 December 2018 ("FY2018"). This report captures the Group's sustainable business practices whilst highlighting the Environmental, Social and Governance ("ESG") and economic performance of our operations and developments.

As part of our pledge to sustainable environmental practice, this report will not be printed and is available online at: www.QandMDental.com.sg.

We welcome your queries and value your opinions on the contents of this report or any aspects of our sustainability performance. We can be reached at QandM@QandM.com.sg.

Accessibility and Feedback





Letter from Chairman

Dear Valued Stakeholders,

On behalf of the Board of Directors (“BOD” or “the Board”), I would like to update all stakeholders on our efforts and programmes to ensure sustainability.

We have sought to continuously embed sustainable practices in the Group’s operations. We strive to align our sustainability goals with the Group’s overall strategic direction, which is to remain at the forefront of dentistry through provision of quality and accessible dental healthcare, organic growth and acquisitions.

In line with our overall strategic direction, key developments during the year include venturing into dental artificial intelligence (“AI”) and dental education through establishing two wholly-owned subsidiaries in Singapore namely, Q & M Dental AI Pte. Ltd. (“QMDAI”) and Q & M College of Dentistry Pte. Ltd. (“QMCD”). Together with other acquisitions made during the year, Q & M continues to strengthen its foothold in its core market, Singapore, as well as our market presence in Malaysia.

As the Group continues to employ an organic growth strategy regionally, we strive to continuously review and monitor our business priorities on efficiency, quality, innovation, health and safety and patient care. These business priorities are aligned with our ESG topics and together with the Board’s leadership, management is committed to monitoring and managing our ESG issues as we strive towards sustainable business growth. We ask your continued support in our sustainability journey.

Mr Narayanan Sreenivasan @ N Sreenivasan

Independent Non-Executive Chairman

About Q & M

Established and headquartered in Singapore, the Group provides a comprehensive range of dental healthcare services to our patients. The Group was listed on the Mainboard of SGX-ST on 26 November 2009.

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

Our Values: CARE for patients and stakeholders in the healthcare ecosystem.

 C | Customer Satisfaction

 A | Accessible

 R | Responsible

 E | Excellence

In FY 2018, we have established the foundation to move towards several areas to propel our growth and these include leveraging on technological advancements, organic expansion, and regional growth. In addition to the incorporation of two subsidiaries in Singapore and two subsidiaries in Malaysia, we have opened four new dental clinics in Singapore and three new dental clinics in Malaysia and acquired the business assets of two dental clinics in Malaysia. In view of further expansion, the Group has also signed a total of seven new rental agreements.



SINGAPORE

Operations in Singapore, the Group's core market is supported by a dedicated team of over 230 experienced dentists and close to 400 clinical and administrative personnel. The Group had attended to more than 600,000 patients in Singapore.

MALAYSIA

The Group's Malaysia operations span across various states including Johor, Kuala Lumpur, Selangor and Malacca. We have a dedicated team of about 35 dentists and 85 clinical and administrative personnel.



Number of Clinics (as at 31 December 2018)

Singapore

Dental: 73

Medical: 4

Malaysia

Dental: 17



Distribution of Dental Equipment and Supplies

Singapore 2

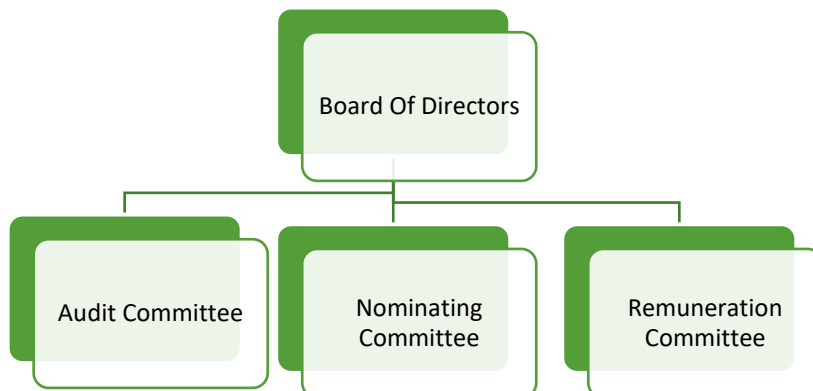
Malaysia 1

Dental Laboratory

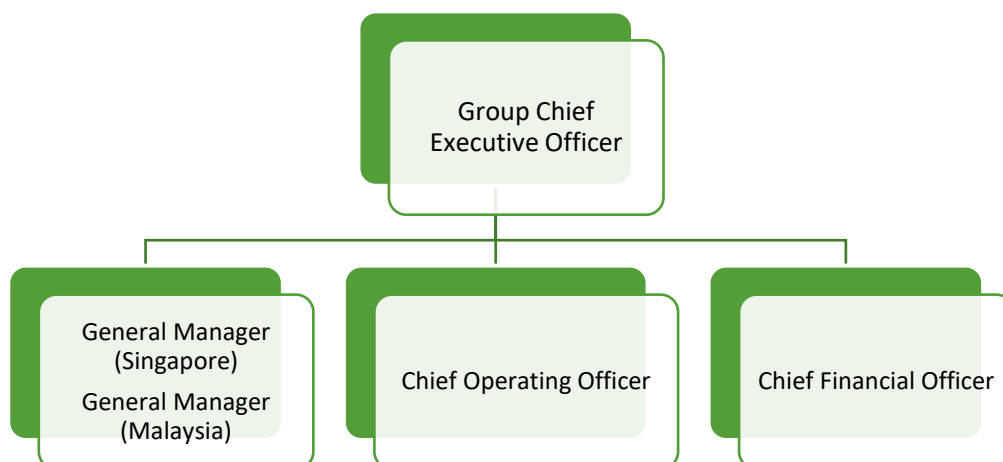
Singapore 1

About Q & M

Organisation Chart - Board



Organisation Chart - Management



Managing Our Supply Chain

Over the years, we have built and maintained positive relationships and strong linkages were forged with reputable suppliers and industry partners. We endeavour to communicate environmentally friendly practices to our network of suppliers and industry partners. At Q & M, we exercise prudence and transparency in the selection of our key suppliers, observing the guiding principles established in our procurement policy. We ensure that our supply chain partners comply with local, environmental, health and safety rules and regulations. In order to align the Group's expectations and requirements, we actively engage with our suppliers on a regular basis, thereby ensuring that adequate resources are obtained and seamless execution of our business operations.

About Q & M

Awards and Accolades

The awards and accolades received are testament to the Group's commitment to deliver quality dental healthcare.

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

- ✔ Reader's Digest Trusted Brands Platinum Award 2018 (Dental Clinic)
- ✔ Influential Brands Top Brand 2018 (Dental Clinic)
- ✔ Invisalign Diamond Provider Certification
- ✔ Eco-Shop Certification

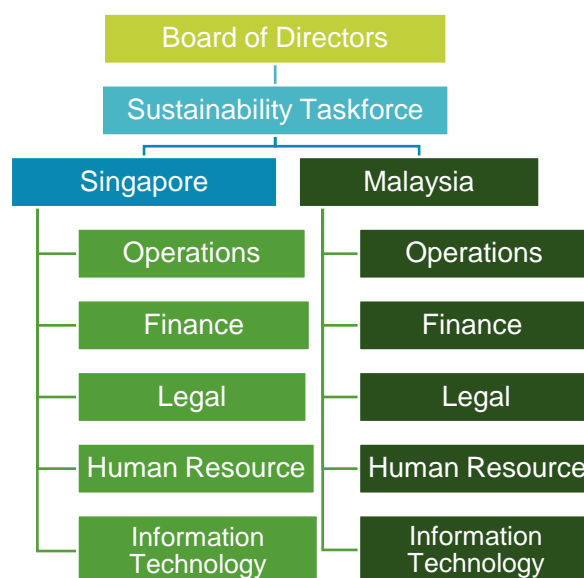


Membership of Association

The following are a non-exhaustive list of associations the Group and our staff are members to:

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

Sustainability Governance at Q & M



The Board is wholly dedicated to upholding the highest standards of corporate governance, integrity, professional business conduct and commitment. The Board continues to assume the advisory role to our Sustainability Taskforce, leading the management of sustainability matters into the Group's strategic and operational formulation.

Headed by the Chief Operating Officer and supported by respective representatives from Singapore and Malaysia, the Sustainability Taskforce continues to review the relevance of the material economic and ESG topics, and monitor the engagement with concerned stakeholders. The Board continues to work closely with the Taskforce to monitor the performance of the material ESG topics on an annual basis or when significant developments occur. The material ESG topics have been reviewed by the Board and deemed relevant to our Group.

At Q & M, we recognise the importance of good corporate governance. Q & M has adopted the principles and guidelines of the

Code of Corporate Governance 2012 to enhance transparency and accountability while keeping the interests of shareholders in mind.

With the Group's established policies and procedures on Anti-Corruption and Conflict of Interest as the backbone of good corporate governance, Q & M will continue to uphold the highest standards of corporate governance. All employees are required to observe the code and perform work in a responsible and professional manner. In addition, employees are expected to follow the procedures laid out in the anti-corruption and conflict of interest policies to report any concerns or potential conflicts of interest and actual or possible improprieties in financial reporting or other matters.

We continue to lead by example through environmental practices such as waste management and collaborating with various stakeholders such as non-profit organisations and academic institutions to bridge the gap between the Group and the local communities.

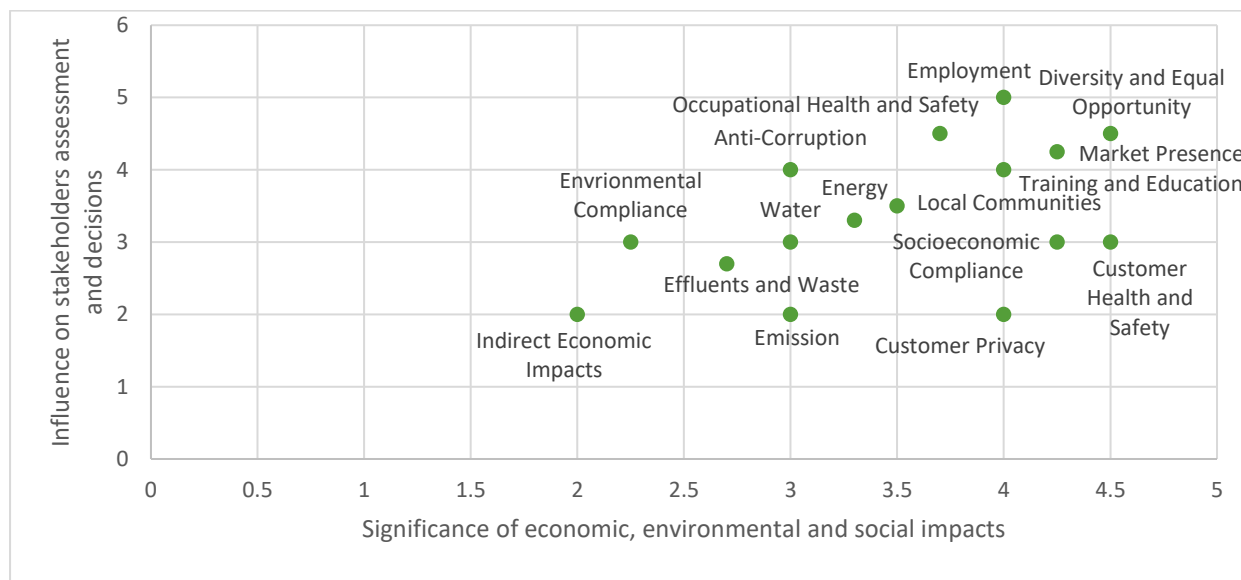
Stakeholder Engagement

Q & M continues our endeavour in addressing the economic and ESG topics that are material to our business and stakeholders, whilst taking into account any pivotal developments within this industry. Through numerous channels, key stakeholders' concerns are identified and addressed.

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

Materiality Assessment

Based on feedback gathered from our internal and external stakeholders, we have re-evaluated the relevance of the key topics which were first identified in our first year sustainability report. The sixteen existing topics continue to remain relevant to our business and our stakeholders, and no additional topics were identified during the year. The topics are reflected in the materiality matrix below:



Sustainability Topics Discussed:

Economic

- Market Presence
- Indirect Economic Impacts
- Anti-Corruption

Environmental

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

Social

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

The Group will continue to review and re-assess the relevance of our material ESG factors disclosed, to ensure its relevance to our stakeholders and business landscape.

Anti-Corruption

Q & M continually emphasises our zero tolerance for corruption throughout the Group. This is evident in the implementation of the Whistle Blowing Policy duly endorsed by the Audit Committee (“AC”) and approved by the Board. The policy provides guidelines in managing improprieties in relation to bribery, extortion, fraud and money laundering. It serves as a channel for employees to report in good faith and in confidence, without fear of reprisals, concerns about possible improprieties in financial reporting or other matters. The AC members will receive all whistle blowing reports directly, with independent investigations performed to address the report in an appropriate manner.

The Group has also established guidelines for dealing with potential conflicts of interest. These guidelines are the drivers of our preventive measures against corruption.

As in our previous report, in 2016, legal actions were taken immediately upon discovery of improper conduct in the Company’s Malaysian subsidiaries in Johor, Malaysia. To date, there are no material developments. The Company will make further announcement if there are any material developments pertaining to the case. During the year, no whistle blowing report regarding possible improprieties in financial reporting or other matters was received by the AC.

The Sustainability Taskforce is charged with monitoring compliance with relevant laws and regulations and ensuring that the Group’s policy aligns with the applicable laws and regulations. The Group will persevere in working towards achieving our target of zero non-compliance cases with relevant laws and regulations that have a significant impact on the financials, business or operations of the Group where we operate in, in the years to come.

Our Environmental Footprint

At Q & M, we are aware of the importance of environmentally friendly practices in our operations as outlined by our four key environmental framework pillars, being:

- Green procurement, i.e. purchasing of materials that are eco-certified;
- Pollution prevention i.e. proper disposal of clinical wastes and preventing spillage;
- Reduce, reuse and recycle, for e.g. disposing recyclable materials into the respective recycling bins; and
- Resource efficiency i.e. ensuring efficient resource usage through continuous monitoring and improvement on our environmental practices.



The following are a non-exhaustive list of the Group's green practices, keeping our tagline in mind **"Maximise efficiency, minimise costs, conserve resources"**:

🌱 Select electrical appliances with high energy star ratings and with energy saving functions. For e.g. those with inverter technologies and standby modes. The National Environment Agency provides a directory of products that are registered with the Energy Labelling Scheme.

🌱 Switch off lights and air-conditioners if rooms/areas are not in use.

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

🌱 Select water efficient equipment and fittings. In Singapore, water efficient fittings are rated under the Water Efficiency Labelling Scheme.

🌱 Select sustainable materials whenever possible. Sustainable materials are those that use recycled materials in their manufacturing process or are produced in a manner that conserves resources such as water/power.

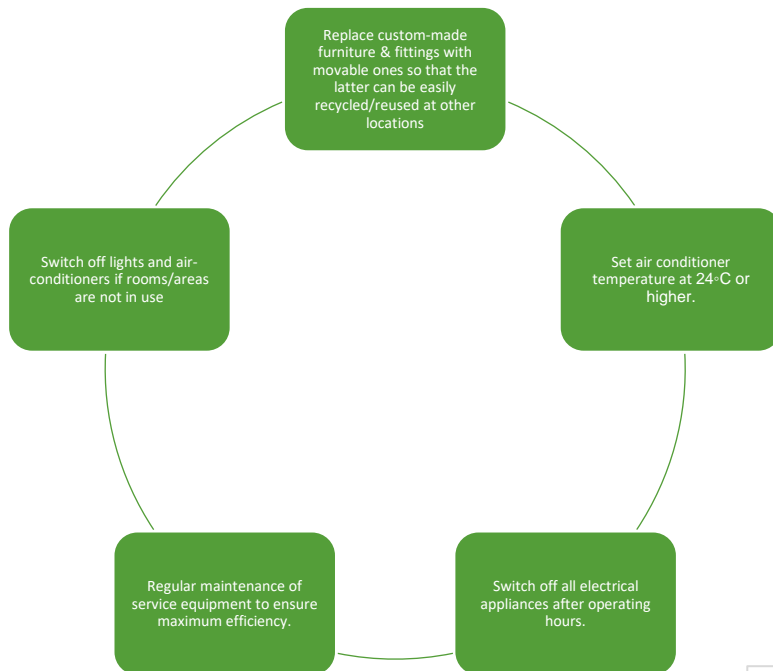
🌱 Select sustainable equipment whenever possible. Sustainable equipment are machinery that use lower amounts of energy or 3-tick rated by the National Environment Agency and/or registered with the Singapore Green Building Product Labelling Scheme or Singapore Green Labelling Scheme.

🌱 While procuring products that may release man-made Volatile Organic Compounds (VOC) that are harmful to the environment, select products that have been certified low or without VOC whenever possible. For e.g. paints, adhesives, sealants, surface finishes, carpets and floorings.

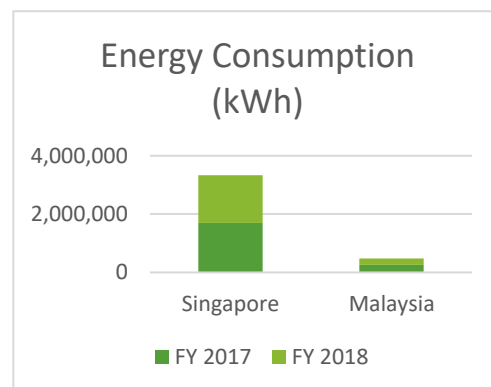
Our Environmental Footprint (Cont'd)

Energy and Emission

The Group continues to perform energy saving and eco-friendly practices.

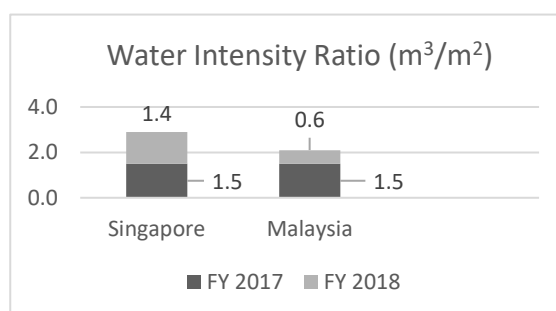
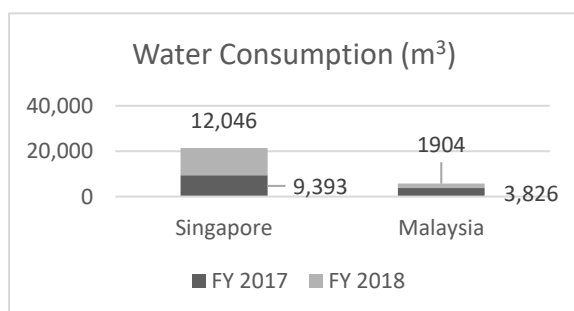


Clinics	Energy Intensity Ratio (kWh/m ²)	
	2017	2018
Singapore		
Dental and Medical Clinics	268	222
Malaysia		
Dental Clinics	100	68.35



Conserving Water

The Group acknowledges the need to do our part in improving water conservation efforts. We continue to conserve and reduce water consumption through various initiatives, including installation of thimbles in taps, practice the “drink only what you can finish” culture, amongst others.



Our Environmental Footprint (Cont'd)

Effluents and Waste Management and Environmental Compliance

Having proper waste management is imperative to Q & M as a healthcare service provider. We adhere to the requirements stipulated in the Private Hospital and Medical Clinics Act by the Ministry of Health. The clinics engage licensed contractors for disposal of used sharps and biohazardous materials. All biohazardous waste are disposed in proper designated containers pending collection by the vendor. In addition to engaging the services of third party vendors, in Malaysia, it is compulsory for our new clinics to have a fridge to store clinical waste. The Group comply strictly with regulatory guidelines on effluents and waste management procedures.

Currently, the quantity disposed is not being measured. The Company will start a tracking mechanism to report such information in its next sustainability report. In relation to defective ionising radiation irradiating apparatus such as x-ray machine which is licensed by the National Environment Agency, it is returned to the equipment vendor/distributor for proper disposal.

As a leader in dentistry, we are proud to report that there have been zero incidents report of non-compliance in relation to environmental issues and we strive to maintain the clean record.

Moving forward, we aim to play our part continuously, in reducing our overall environmental footprint.

Human Capital

Employment Practices

As our most valuable asset, our employees are instrumental to the growth and success of the Group. We uphold and honour the fair and responsible employment practices stipulated by the Tripartite Alliance for Fair and Progressive Employment Practices (TAFEP) and all relevant law and regulations in the countries we operate.

The Group have implemented an employment policy and management principles, including areas on employee recruitment and selection, remuneration and employee benefits, performance appraisals, career training and development and cessation of employment. In view of establishing a clearer understanding and transparency of our practices, the Group have established an employee handbook made available to all employees.

As part of our efforts to let our employees feel valued, we provide them with a range of benefits for their wellbeing.

Healthcare	Parental Leave	Others
<ul style="list-style-type: none"> • Employees are reimbursed for visits to General Medical Practitioners and Dental. • Employees are covered under Hospitalisation and Surgical insurance. • Dental benefits are also provided to the immediate family members of our employees. 	<ul style="list-style-type: none"> • Eligible staff is entitled to Maternity Leave, Paternity Leave, Shared Parental Leave, Childcare Leave, Extended Childcare Leave, Unpaid Infant Care Leave and Adoption Leave, where applicable. 	<ul style="list-style-type: none"> • Via tie-ups with a diverse group of merchants, our staff in Singapore are able to enjoy discounts and benefits from various retailers, food and beverage outlets, telecommunications companies, and health and wellness outlets.

Diversity and Equal Opportunity

At Q & M, we take into account the interest of different ethnic groups of our vibrant workforce. We ensure that a dynamic and inclusive, safe and healthy work environment is provided to our employees, thereby nurturing growth of our business.

Q & M focus on providing equal access to opportunities to all employees and aim to create a healthy work environment through a sound management system. We adopt a performance-based reward system. An annual performance review would be conducted for employees to gather feedback and allow the management to identify individuals with aptitude for other suitable positions within the Group.

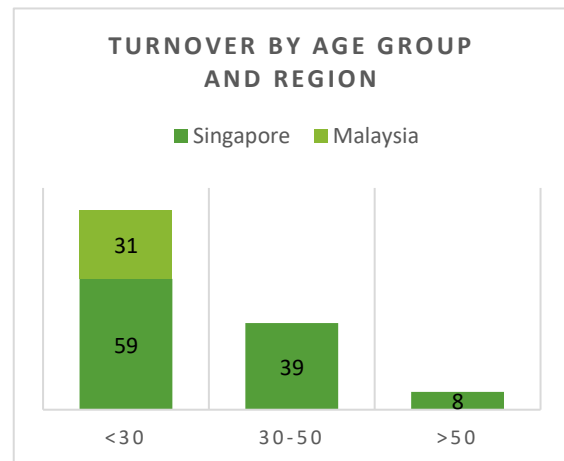
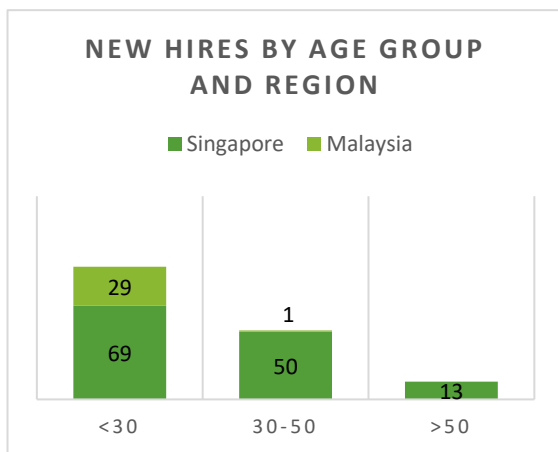
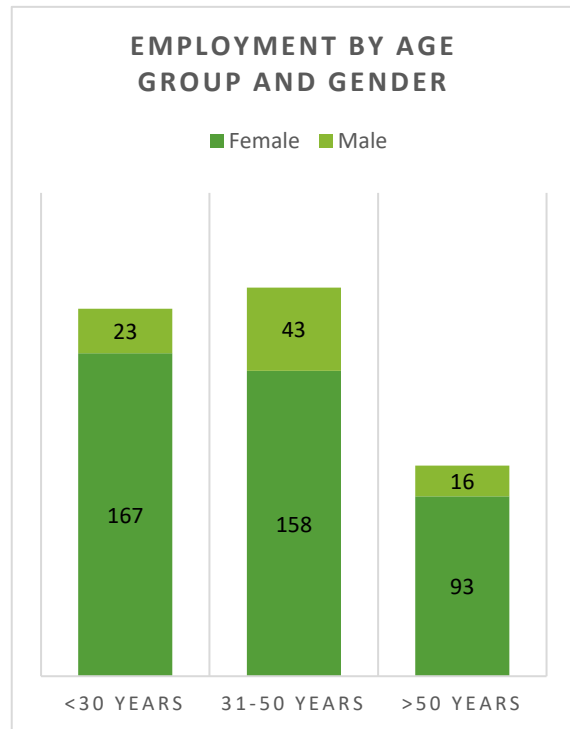
As we endeavour to align our business objectives with our employee's objectives, feedback from our employees are actively sought after through various channels and acted upon on, thereby creating an inclusive workplace culture.

Human Capital (Cont'd)

Diversity and Equal Opportunity (Cont'd)

As at 31 December 2018, we have a total of 500 employees under the Group, including 82 males and 418 females. All of our Singaporean employees are hired locally, while 30% of our Malaysian employees are hired from the local community. The Group adopts fair salary practices through a pay scale guideline established in our Human Resource policy. An example to demonstrate fair salary practices would be the Malaysian employees of Q & M are paid well above the minimum wages legislated.

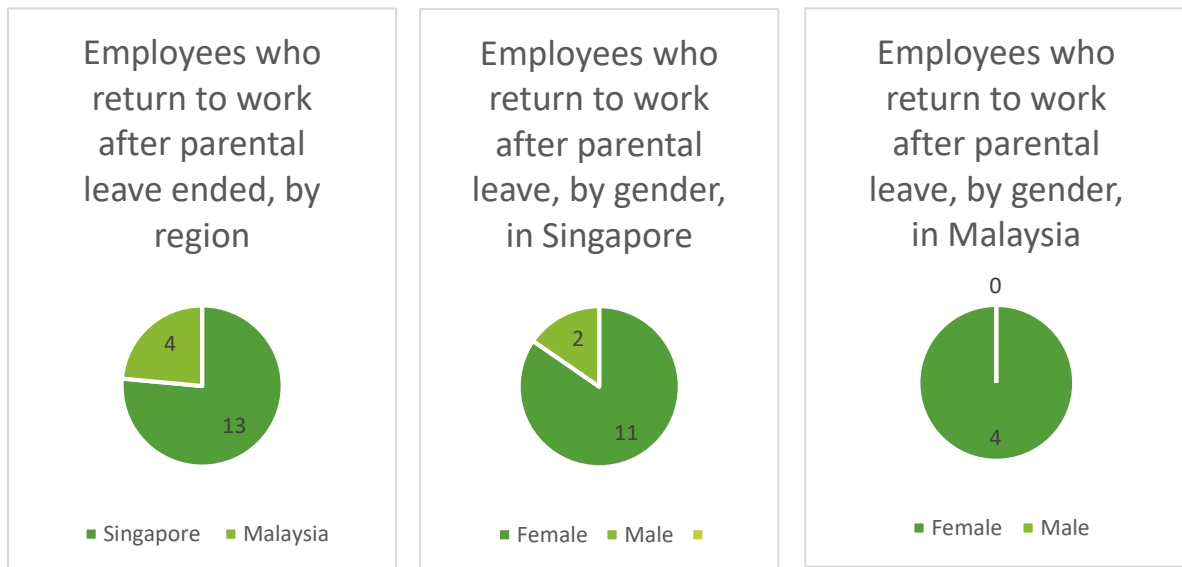
During the year, there were 132 new hires and 106 number of resignees. Q & M is constantly trying to contain our turnover, putting in place procedures such as exit interview and turnover analysis, that will enable us to understand the reasons for our employees' resignation, and trying to meet their needs and expectations.



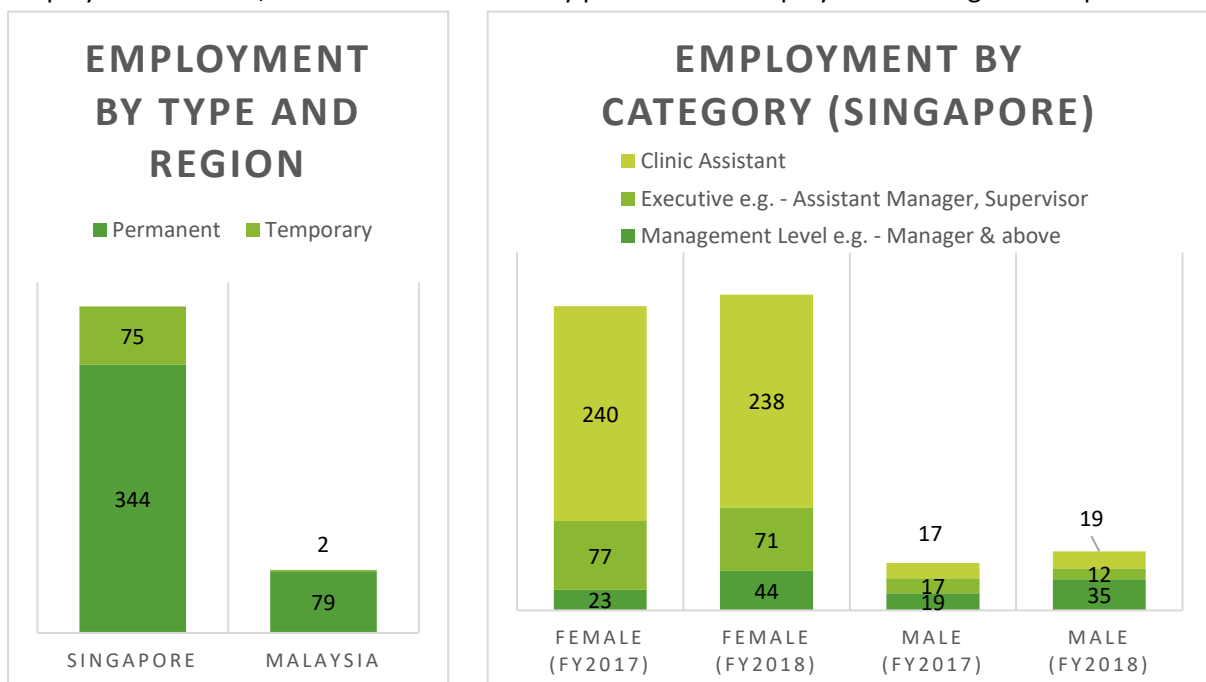
Human Capital (Cont'd)

Diversity and Equal Opportunity (Cont'd)

The Group observe the laws and regulations of human resource practices in the region we operate in and supports the local government’s pro-family policy. During the year, there were a total of 16 female and 2 male employees entitled to parental leave for our employees in the regions we operate. The total employee retention rate was 75% and 100% in Singapore and Malaysia respectively. The details are presented in the following charts:



The Group employs temporary employees to assist the full-time employees during peak periods. As at 31 December 2018, there were a total of 77 temporary employees out of a total of 500 employees under the Group. The temporary employees do not enjoy the same benefits as our full-time employees. However, we ensure that fair salary practices are employed in the region we operate in.



Human Capital (Cont'd)

Occupational Health and Safety

In order for our employees to be on their best form to provide quality service to our patients, their well-being must be taken care of. As doctors and clinical staff are exposed to various health hazards, it is the Group's responsibility to take reasonable steps to mitigate the risk involved.

The Group is subjected to inspection from the government in the countries we operate in, to ensure that we adhere to the country's healthcare safety standards stipulated by the relevant authority i.e.:

- Workplace Safety and Health Act by the Ministry of Manpower;
- Radiation Protection Act by the National Environment Agency;
- Guidelines for Prevention of Transmission of Blood Borne Infections; and
- Various guidelines set out by the Ministry of Health, for e.g. on disposal of biohazardous wastes.

In view of this, the Group's Operations Taskforce have dedicated personnel to monitor the inspection and renewal of applicable licenses of our equipment and facilities.

We practice proper sterilisation and infection control measures at all of our clinics. Since 2008, the Group has also implemented a structured incident and injury reporting mechanism which provides a guideline for our employees to assess the severity of injuries for appropriate reporting and escalation, including appropriate medical care being made available to injured employees.

During the year, there were a total of 7 reports of workplace incident. Since then, the Group has taken steps to minimise the chances of these cases repeating itself. These include, amongst others, rectifying/removing/replacing defective equipment or instruments that pose risks to workplace safety, and sharing such incidents with all clinical staff to serve as a timely reminder in relation to the importance of adhering to safety measures while at work.

We will continue to create a safe and healthy workplace environment for our employees and we aim to work towards attaining our goal of zero workplace injury for subsequent years to come.

Human Capital (Cont'd)

Training and Education

We believe our employees' competencies are central to the Group's operational effectiveness and competitive advantage. The Group uphold the belief that investing in our employees through training and mentoring is vital in maintaining a passionate and adept team to deliver quality healthcare. We also provide our employees with training sponsorship for the developmental needs of our employees.



The Group's own continuing education arm known as Q & M Dental Institute ("QDI") continues to assist and facilitate our dentists in their conscientious efforts in keeping abreast with the latest technology and evidence-based practice, by engaging them with workshops, seminars and conferences.



We ensure that our dental and medical practitioners meet the mandatory requirement as stipulated under the Dental Registration Act and the Medical Registration Act respectively. Each practitioner has to fulfil a certain number of hours of Continuing Professional Education in order to renew their practicing certificates. Additionally, clinic assistants and head office staff may be sent for training externally, for skills upgrading and career development.

Our new employees are provided a full two days training at the Group's flagship clinic located at City Square Mall. Subsequently they are provided with on-the-job trainings at the respective clinics they are assigned to during their 3 months' probation, with their progress tracked and monitored through a logbook that will be approved by their immediate supervisors.

	Headcount	Training Hours
Clinic Assistant	321	4580
HQ Employees	27	128

As part of our Group's enduring effort in contributing to the development of professionals in dentistry, we have established an additional pillar of growth - Q & M College of Dentistry Pte. Ltd. ("QMCD"), which offers post-graduate training programmes - to train dentists in the field of implant dentistry, endodontics, prosthodontics, and oral surgical procedures, amongst others.

Socioeconomic Compliance

As a leader in dental healthcare services, the Group are bound to comply with various statutory and regulatory requirements – inter alia, licensing, workplace safety and radiation protection, in the regions we operate in. To date, there was no reported material non-compliance with such regulations and we strive to maintain this record for years ahead.

Local Communities

As we embark on community outreach and development, the Group's business presence and brand awareness will be strengthened. More importantly, we strive to give back to the society.



dental care products.

In FY2018, the Group participated community activities namely, The Boys Brigade's BB CARES (*Community Activities Rallying Everyone to Serve*), Anchorvale Community Club's Make a Wish 2018 and Project Yim.

BB CARES

We saw ourselves sponsoring around 100 boys, parents, and alumni and also around 100 beneficiaries from nursing homes and assisted living facilities with

Make a Wish 2018

With over 300 participants and residents, the less privileged children from Sengkang West were invited to a day of bonding and activities, successfully creating a sense of community camaraderie and garnering support for the children.

Project Yim

Carried out by undergraduates from Nanyang Technological University's School of Physical and Mathematical Sciences, the project which means 'Project Smile' in Lao, was an overseas community involvement programme to Laos. It aimed to resolve overcrowding issues faced by Nonmixay Village School by expanding their school facilities, as well as to inculcate a passion towards learning among the local students.



During the year, the Group also took part in various dental students' activities. One of the noteworthy event was Q & M as the main sponsor for the annual Asia-Pacific Dental Students Association's convention held in Kuala Lumpur in August 2018. The Group look forward to extending our community reach not only locally, but regionally, for years to come.

Innovation in Dentistry

In this era of cutting edge technology, the Group strive to remain at the frontier of advancements in dentistry through implementation of innovative products throughout the Group.

Adding on to our track record as one of the pioneers of Computer-Aided Design/Computer-Aided Manufacturing (CAD/CAM) dentistry in Singapore and the first in the world to produce multilayer zirconium blocks with six layers of gradient colours through our associate company in China, Aidite, Q & M have incorporated QMDAI during the year. This special purpose entity encompasses our efforts and resources in developing an Artificial Intelligence (“AI”) enhanced dental healthcare software used in diagnosis and treatment planning. In this respect, the Group have recently signed a collaborative agreement with International Medical University (IMU), Malaysia.

Our Patients, Our Approach

Patients’ Health and Safety

We place our patient’s health and safety as our priority. This is evidenced by our comprehensive operating procedures and procurement policy established by the Group to safeguard the safety and health of our patients.

In view of the safety of our patients, we continue to use our proprietary Clinic Management software to track expiry dates of our drugs and materials. We continue to enforce the use of personal protective equipment on our employees, and proper sterilisation and infection control measures being practised at all clinics.

The Group’s supplier for dental equipment and supplies adhere to the guidelines on Good Distribution Practice Medical Device (GDPMD) which provides guidelines for a quality management system in the medical device supply-chain, in compliance with the relevant regulatory requirements.

To date, Q & M has zero reports of any adverse non-compliance in relation to the health and safety impact of our products or services. We strive to maintain this record in subsequent years.



Figure: Sterilization of dental tools

Our Patients, Our Approach (Cont'd)

Privacy Protection

As technology evolves over the years, we understand that there is a growing trend of concerns for individuals on how their personal data are being collected and used.

In alignment with the Personal Data Protection Act (“PDPA”) 2012, the Group have implemented a Personal Data Protection Policy (“PDPP”) which includes procedures on responsible data handling and authorised use of data collected. The PDPP protects personal data while enabling the use of patient’s data reasonably when serving the patient. A Data Officer is tasked with ensuring the compliance of the Group’s PDPP to relevant laws and regulations in the region we operate in, and to monitor and update the PDPP when required.

Each clinic in the Group has measures in place to protect personal data in our possession, by making reasonable security arrangements such as usage of IDs and passwords for each employee in the clinic’s system, logging off the computers daily, and installing firewalls and anti-virus on all computers. Through such arrangements, unauthorised access, collection, use, disclosure, copying, modification, disposal or similar risks are contained. We are constantly monitoring and updating our PDPP in accordance with new requirements and business developments. The PDPP is available on Q & M’s website at <https://www.qandm.com.sg/Q&M-Dental-Group-Privacy-Policy>.

During the year, there were 5 issues raised by patients arising from the same incident. The management has taken action to prevent similar occurrences in future, including improving internal procedures through additional layers of review and sending internal memos containing reminder messages on the importance of data privacy protection to our employees.

We strive to continue working towards achieving our target of zero complaints and breaches to the PDPA in the subsequent years to come.

GRI Content Index

GRI Standard	Disclosure	Page Reference and Reasons for Omission, if applicable
GENERAL DISCLOSURE		
GRI 102: General Disclosures	Organizational Profile	
	102-1 Name of the organisation	Page 1
	102-2 Activities, brands, products, and services	Page 1
	102-3 Location of headquarters	Page 1
	102-4 Location of operations	Page 1
	102-5 Ownership and legal form	Page 1
	102-6 Markets served	Page 3
	102-7 Scale of the organisation	Page 3
	102-8 Information on employees and other workers	Page 13
	102-9 Supply chain	Page 4
	102-10 Significant changes to the organisation and its supply chain	No significant changes
	102-11 Precautionary principle or approach	Page 6
	102-12 External initiatives	Page 17
	102-13 Membership of associations	Page 5
	Strategy	
	102-14 Statement from senior decision maker	Page 2
	Ethics and Integrity	
	102-16 Values, principles, standards, and norms of behaviour	Page 3
	Governance	
	102-18 Governance structure	Page 4
	Stakeholder Engagement	
	102-40 List of stakeholder groups	Page 7
	102-41 Collective bargaining agreements	The Group do not have bargaining agreements
	102-42 Identifying and selecting stakeholders	Page 7
	102-43 Approach to stakeholder engagement	Page 7
	102-44 Key topics and concerns raised	Page 7
	Reporting Practice	
	102-45 Entities included in the consolidated financial statements	Page 1
	102-46 Defining report content and topic boundaries	Page 1
	102-47 List of material topics	Page 8
	102-48 Restatements of information	Not applicable
	102-49 Changes in reporting	Not applicable
	102-50 Reporting period	Page 1
102-51 Date of most recent report	Page 1	
102-52 Reporting cycle	Page 1	
102-53 Contact point for questions regarding the report	Page 1	
102-54 Claims of reporting in accordance with the GRI Standards	Page 1	
102-55 GRI content index	Page 21	
102-56 External assurance	Page 1	

GRI Content Index (Cont'd)

GRI Standard	Disclosure	Page Reference and Reasons for Omission, if applicable
MATERIAL TOPICS		
Market Presence		
GRI 103: Management Approach	103-1 Explanation of the material topic and its boundaries	Page 14
	103-2 The management approach and its components	
	103-3 Evaluation of the management approach	
GRI 202: Market Presence	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	
	202-2 Proportion of senior management hired from the local community	
Indirect Economic Impacts		
GRI 103: Management Approach	103-1 Explanation of the material topic and its boundaries	Page 19
	103-2 The management approach and its components	
	103-3 Evaluation of the management approach	
GRI 203: Indirect Economic Impacts	203-1 Infrastructure investments and services supported	
	203-2 Significant indirect economic impacts	
Anti-Corruption		
GRI 103: Management Approach	103-1 Explanation of the material topic and its boundaries	Page 9
	103-2 The management approach and its components	
	103-3 Evaluation of the management approach	
GRI 205: Anti-Corruption	205-1 Operations assessed for risks related to corruption	
	205-2 Communication and training about anti-corruption policies and procedures	
	205-3 Confirmed incidents of corruption and actions taken	
Energy		
GRI 103: Management Approach	103-1 Explanation of the material topic and its boundaries	Page 10
	103-2 The management approach and its components	
	103-3 Evaluation of the management approach	
GRI 302: Energy	302-1 Energy consumption within the organisation	
	302-2 Energy consumption outside of the organisation	
	302-3 Energy intensity	
	302-4 Reduction of energy consumption	
	302-5 Reduction in energy requirements of products and services	
Water		
GRI 103: Management Approach	103-1 Explanation of the material topic and its boundaries	Page 11
	103-2 The management approach and its components	
	103-3 Evaluation of the management approach	
GRI 303: Water	303-1 Water withdrawal by source	
	303-2 Water sources significantly affected by the withdrawal of water	
	303-3 Water recycled and reused	
Emission		
GRI 103: Management Approach	103-1 Explanation of the material topic and its boundaries	Page 10
	103-2 The management approach and its components	
	103-3 Evaluation of the management approach	
GRI 305: Emission	305-1 Direct (Scope 1) GHG emissions	
	305-2 Energy indirect (Scope 2) GHG emissions	
	305-3 Other indirect (Scope 3) GHG emissions	
	305-4 GHG emissions intensity	
	305-5 Reduction of GHG emissions	
	305-6 Emissions of ozone-depleting substances (ODS)	
	305-7 Nitrogen oxides (NOx), sulfur oxides (Sox), and other significant air emissions	

GRI Content Index (Cont'd)

GRI Standard	Disclosure	Page Reference and Reasons for Omission, if applicable
Effluents and Waste		
GRI 103: Management Approach	103-1 Explanation of the material topic and its boundaries	Page 12
	103-2 The management approach and its components	
	103-3 Evaluation of the management approach	
GRI 306: Effluents and Waste	306-1 Water discharge by quality and destination	
	306-2 Waste by type and disposal method	
	306-3 Significant spills	
	306-4 Transport of hazardous waste	
	306-5 Water bodies affected by water discharges and/or runoff	
Environmental Compliance		
GRI 103: Management Approach	103-1 Explanation of the material topic and its boundaries	Page 12
	103-2 The management approach and its components	
	103-3 Evaluation of the management approach	
GRI 307: Environmental Compliance	307-1 Non-compliance with environmental laws and regulations	
Employment		
GRI 103: Management Approach	103-1 Explanation of the material topic and its boundaries	Page 13
	103-2 The management approach and its components	
	103-3 Evaluation of the management approach	
GRI 401: Employment	401-1 New employee hires and employee turnover	
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	
	401-3 Parental leave	
Occupational Health and Safety		
GRI 103: Management Approach	103-1 Explanation of the material topic and its boundaries	Page 16
	103-2 The management approach and its components	
	103-3 Evaluation of the management approach	
GRI 403: Occupational Health and Safety	403-1 Workers representation in formal joint management-worker health and safety committees	
	403-2 Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	
	403-3 Workers with high incidence or high risk of diseases related to their occupation	
	403-4 Health and safety topics covered in formal agreements with trade unions	
Training and Education		
GRI 103: Management Approach	103-1 Explanation of the material topic and its boundaries	Page 17
	103-2 The management approach and its components	
	103-3 Evaluation of the management approach	
GRI 404: Training and Education	404-1 Average hours of training per year per employee	
	404-2 Programs for upgrading employee skills and transition assistance programs	
	404-3 Percentage of employees receiving regular performance and career development reviews	

GRI Content Index (Cont'd)

GRI Standard	Disclosure	Page Reference and Reasons for Omission, if applicable
Diversity and Equal Opportunity		
GRI 103: Management Approach	103-1 Explanation of the material topic and its boundaries	Page 14
	103-2 The management approach and its components	
	103-3 Evaluation of the management approach	
GRI 405: Diversity and Equal Opportunity	405-1 Diversity of governance bodies and employees	
	405-2 Ratio of basic salary and remuneration of women to men	
Local Communities		
GRI 103: Management Approach	103-1 Explanation of the material topic and its boundaries	Page 18
	103-2 The management approach and its components	
	103-3 Evaluation of the management approach	
GRI 413: Local Communities	413-1 Operations with local community engagement, impact assessments, and development programs	
	413-2 Operations with significant actual and potential negative impacts on local communities	
Customer Health and Safety		
GRI 103: Management Approach	103-1 Explanation of the material topic and its boundaries	Page 19
	103-2 The management approach and its components	
	103-3 Evaluation of the management approach	
GRI 416: Customer Health and Safety	416-1 Assessment of the health and safety impacts of product and service categories	
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	
Customer Privacy		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundaries	Page 20
	103-2 The management approach and its components	
	103-3 Evaluation of the management approach	
GRI 418: Customer Privacy	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	
Socioeconomic Compliance		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundaries	Page 16
	103-2 The management approach and its components	
	103-3 Evaluation of the management approach	
GRI 419: Socioeconomic Compliance	419-1 Non-compliance with laws and regulations in the social and economic area	