

Sustainability Report

SUSTAINABILITY CONTEXT

We recognise the importance of the 2030 Agenda for Sustainable Development and its 17 UNSDGs. In accordance with our sustainability commitment, we have identified precise commitments and targets that correspond to UNSDGs 3 (Good Health and Well-being), 8 (Decent Work and Economic Growth), 13 (Climate Action), and 16 (Peace, Justice, and Strong Institutions). These UNSDGs hold particular relevance for our organisation and shape our ESG endeavours.







As an organisation dedicated to healthcare, our primary goal is to promote and enhance community well-being. We endeavour to facilitate broad access to our comprehensive healthcare services and products to achieve this aim. Our approach involves providing innovative and high-quality care that improves patient outcomes. Furthermore, we actively participate in and assist local communities to enhance their health and well-being.

By adhering to the principles of the UNSDGs and aligning our initiatives with their objectives, we seek to make a significant contribution to the sustainable development agenda. This includes addressing the distinctive requirements of both the healthcare sector and the communities we serve.





The tables below outline the alignment of the Group's policies and initiatives with our prioritised UNSDGs: Goal 3 (Good Health and Well-being), Goal 8 (Decent Work and Economic Growth), Goal 13 (Climate Action), and Goal 16 (Peace, Justice, and Strong Institutions).

UNSDGs	UNSDG Targets	Our Contributions
 <p>Goal 3 Ensure healthy lifestyle and promote well-being for all at all ages</p>	<p>3.8: Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality, and affordable essential medicines and vaccines for all</p>	<p>At TMPL, we specialise in offering care tailored to women and children in Singapore. Our work is driven by our internal Service Excellence Framework and Quality and Patient Safety Program, guiding us to deliver optimal clinical and service outcomes. Our goal is to enhance the well-being of our patients and their families through our services in their life journeys.</p> <p>At FVH, we are committed to enhancing patient care by expanding our services and improving the patient experience. We adhere to multiple standards, including JCI, a national set of 83 quality criteria, ISO 31000 for risk management, ISO 15189 for laboratories, and national Green-Clean-Beauty hospital standard. We ensure comprehensive and patient-centered healthcare through the introduction of new services and amenities, such as gifts for mothers and children, well-maintained playgrounds, and accessible digital platforms, all while maintaining affordability.</p>
 <p>Goal 8 Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all</p>	<p>8.2: Achieve higher levels of economic productivity through diversification, technological upgrading, and innovation, including through a focus on high value added and labour-intensive sectors</p> <p>8.8: Protect labour rights and promote safe and secure working environments of all workers, including migrant workers, particularly women migrants, and those in precarious employment</p>	<p>We are dedicated to retaining our employees and fostering a workplace that is healthy, safe, and resilient. We prioritise ongoing learning and enhancement, offering a range of training and development programs tailored to individual roles.</p> <p>On top of complying with the Workplace Safety Act, TMPL has adopted standards such as the ISO 45001 Occupational Health and Safety System, ISO 9001 Quality Management, and ISO 14001 Environmental Management within the organisation.</p> <p>FEMVN's comprehensive OHS framework fosters sustainable economic growth through stringent safety and health standards that enhance productivity and operational efficiency. Our accreditations, including our third JCI accreditation and ISO15189 Lab accreditation, underscore our commitment to these high standards. Furthermore, our framework supports UNSDG 8.8 by ensuring labour rights and promoting a safe working environment, evidenced by these accreditations, our merit certification from the People's Committee for our COVID-19 prevention efforts, and our adherence to key regulations and systematic risk management practices.</p>
 <p>Goal 13 Take urgent action to combat climate change and its impact</p>	<p>13.2: Integrate climate change measures into national policies, strategies, and planning</p>	<p>At the organisational level, we are aware of the necessity of decreasing our dependence on fossil fuels.</p> <p>TMPL has attained the ISO 14001 Environmental Management System certification. Our main hospital building at TMPL has also been certified as a Green Mark building.</p> <p>FVH's proactive approach—ranging from optimizing HVAC systems and replacing lighting to establishing the Sustainability Management Committee and developing IT applications to minimize paper usage—demonstrates our commitment to embedding climate considerations into operational and strategic frameworks. These efforts contribute to reducing our carbon footprint and promote environmental stewardship across all clinical and non-clinical departments.</p> <p>We continuously aim to enhance resource efficiency each year, thereby diminishing our carbon footprint. The Group also pledges to responsibly manage the waste produced from our operations.</p>
 <p>Goal 16 Promote peace and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable, and inclusive institutions at all levels</p>	<p>16.6: Develop effective, accountable, and transparent institutions at all levels</p>	<p>We have implemented rigorous internal corporate governance policies and procedures to uphold compliance with legal standards.</p> <p>In 2022, we bolstered the data integrity of our systems by collaborating with NetSfere to deploy a secure messaging platform for internal communication and collaboration.</p> <p>Since the completion of acquisition, FEMVN has focused on seamless integration by diligently reporting accurate data, adopting new policies to uphold transparency and ethics, and ensuring full compliance with Vietnam's PDPA (Decree 13). Additionally, FEMVN has implemented an Enterprise Risk Management system, established various committees, and engaged actively with authorities, reflecting a strong commitment to building a peaceful and inclusive society with robust legal frameworks.</p>

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MATERIALITY ASSESSMENT

Following the GRI Materiality Principles, the Group utilises a thorough three-step materiality assessment process to (1) identify, (2) prioritise, and (3) validate the ESG factors that are significant for both our business and stakeholders.

As we integrate the Group’s core activities within the broader sustainability framework, we consider both the global challenges outlined by the UNSDGs and those specific to the private healthcare sector. Leveraging insights from various internal and external stakeholder groups, we assess

and prioritise the ESG factors most relevant for disclosure in this report. This list has undergone formal approval from our Board.

Furthermore, the Group conducts an internal review annually to verify the ongoing relevance of our key ESG factors. In FY2024, we enhanced our approach to improve the clarity of our priorities and refined the scope of the material factors identified in the preceding year. All our targets include a tolerable margin of 5%.

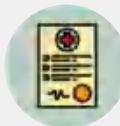
MATERIAL ESG FACTORS



Patient Satisfaction



Customer Health and Safety
GRI 416



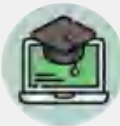
Workplace Health and Safety
GRI 403



OUR EMPLOYEES



Employment
GRI 401



Training and Education
GRI 404



Diversity and Inclusion
GRI 405



ENVIRONMENT MANAGEMENT



Energy Consumption
GRI 302



Water Consumption
GRI 303



Waste Management and Compliance
GRI 306



COMPLIANCE WITH LAWS & REGULATIONS



Anti-Corruption
GRI 205



Data Privacy
GRI 418



Economic Performance
GRI 201





PATIENT SATISFACTION

MANAGEMENT APPROACH

TMPL

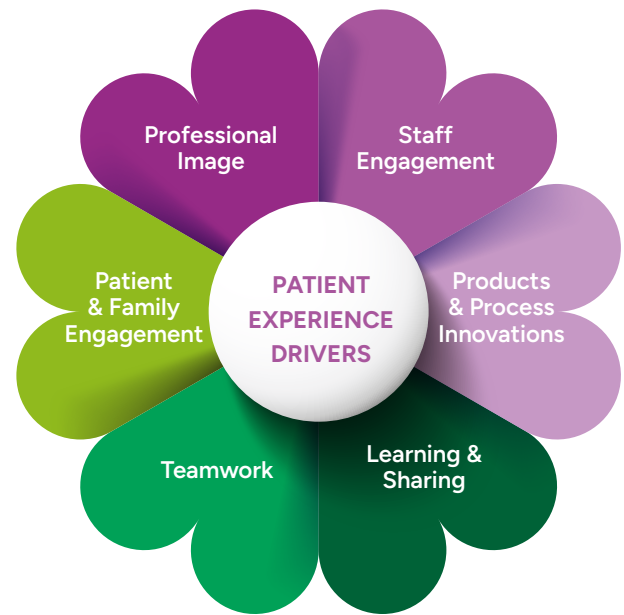
Throughout our history, TMPL has remained dedicated to delivering superior patient care, an ethos we call the 'Thomson Touch.' As we grow and innovate, our focus on offering unique and memorable experiences for our patients and their families is paramount. We view ourselves as lifelong healthcare partners, continuously adopting the latest advancements to enhance our patients' journeys. Customer feedback and satisfaction are central to our strategy, allowing us to meet and exceed expectations, foster loyalty, and strengthen our brand reputation. Our ability to personalise treatments and consistently go above and beyond sets us apart. Our dedication to excellence, patient-centric care, and continuous innovation positions us as leaders in the healthcare industry, committed to providing outstanding care and an exceptional patient experience.

Our commitment to patient satisfaction is driven by the Service Excellence Framework ("SEF"), designed by our Service Quality Committee ("SQC"). The SQC ensures consistent service standards and implements initiatives to improve patient outcomes and experiences. Regularly introducing new projects, the SQC aims to enhance the overall patient experience and foster long-term loyalty.

The SEF is key to our strategy for enhancing patient experiences, focusing on the processes, products, and personnel that impact the patient journey through the patient experience driver model. We align our efforts with the six healthcare quality domains defined by the National Academy of Medicine.

At TMPL, we cultivate a supportive workplace culture through our Employees and Partners' Reward and Recognition Programme ("R&R"). This program honours outstanding staff and teams who exemplify our Brand Promise and Core Values with various awards, such as the Quarterly Individual and Team Angel Awards, the Annual Excellence in Action Team Award, etc. By recognising these contributions, we foster teamwork, camaraderie, and a positive work environment.

SERVICE EXCELLENCE FRAMEWORK



FEMVN

At FEMVN, we collaborate with Cimigo, a professional market survey company, to conduct regular online patient satisfaction surveys for inpatients and outpatients, with feedback analysed and reported to us quarterly. We also administer an annual patient satisfaction survey using a Vietnamese Ministry of Health ("VMOH") issued questionnaire, reporting results to the Ho Chi Minh City Department of Health ("DOH") and VMOH.

Our Guest Relations Office facilitates the expression of patient and family concerns and compliments, ensuring all issues are acknowledged within two working days and handled promptly in accordance with our complaint handling policy. Patients and families can also visit the Guest Relations Office, call Guest Relations Officers, or communicate with staff from Guest Relations, the Chief Operations Officer ("COO"), and other executives during daily rounds and hospital tours. Compliments are shared internally monthly and displayed on a "Thank You Letter" notice board for public viewing.

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PATIENT SATISFACTION

POLICIES AND INITIATIVES

TMPL

Service Delivery Training

Our staff participates in the Thomson Touch Service Training program monthly, reinforcing our commitment to exceptional service quality. This initiative promotes a service-centric mindset through regular training sessions, daily service briefings, and roll calls, ensuring continuous improvement and adherence to TMPL's high standards.



Expanded Service Offerings

FV Hospital boasts a dedicated team of over 1,600 healthcare professionals, including more than 200 doctors, delivering expert care across more than 30 medical specialties, such as oncology, cardiology, ophthalmology, orthopaedics, maternity, and gastroenterology and caters to patients from Cambodia, Laos, and Myanmar.

Thomson Medical Centre supports expectant mothers with gestational diabetes through our Diabetic Nurse Counselling services and Holistic Personalised Program for Gestational Diabetes. This program provides practical advice on nutrition, glucose monitoring, and lifestyle management to reduce obstetric complications.

TMPL remains dedicated to expanding our offerings to enhance patient care and experience, including:

- Thomson Specialists Expansion: Building on our legacy of over 40 years, Thomson Medical offers comprehensive specialist care through Thomson Specialists. Our integrated centres

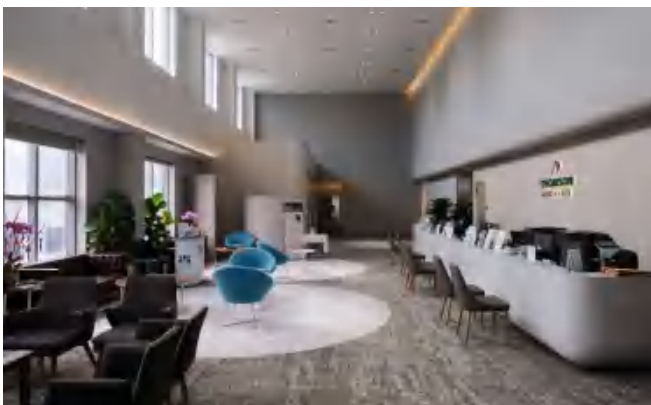
at The Woodleigh Mall and Paragon Medical Centre offer a wide range of specialist services, including Obstetrics & Gynaecology ("O&G"), Paediatrics, Traditional Chinese Medicine ("TCM"), Surgical Specialties, furthering our mission to meet the diverse healthcare needs of our community.

- Mommy's Bag + Limited Edition Baa Baa Sheepz Collectible Pillow

To commemorate Thomson Medical's 45th Anniversary, a 'Celebrating with You' bag was specially curated for all 2024 Thomson Mommies and their babies. Continuing the tradition of providing a warm welcome to new mothers and their little ones, this edition includes an extra surprise: a limited-edition collectible created in collaboration with Baa Baa Sheepz!



Entrance to Thomson Specialists, The Woodleigh Mall.



Thomson Specialists, Paragon Medical Centre.

Engagement With Patients

At Thomson Medical, we put great effort in building deep and strong connections with our patients. Throughout FY2024, we have implemented various initiatives to ensure that every individual feels valued and understood, extending our care beyond medical excellence. Specifically, we celebrated our patients through various holidays such as children's day, Christmas, International Women's Day, Mother's Day and Father's Day. We also built connections with our community through organising pregnancy events, paediatric webinars, and MITAS Baby Fair.



Thomson Santa and his team spreading holiday joy and magic throughout the wards.



Enchanting our little patients with a captivating magic show.



Sweetening International Women's Day at Thomson Medical Centre with candy floss treats for patients and staff.

Sustainability Report

PATIENT SATISFACTION

Innovation And Technology

At Thomson Medical, we harness efficiency-enhancing technology to elevate the patient experience. We are dedicated to enhancing healthcare delivery through advanced platforms that emphasise efficiency, security, and personalised care in today's digital era. Key initiatives include deploying innovative technologies such as:

- In November 2023, we launched a fully integrated website that consolidated the online presence of all 16 of our business units into a single, cohesive platform, enhancing user experience and streamlining access to our services.
- In February 2024, we introduced the electronic letter of certificate for doctors via MDConnect (native mobile application for doctors), improving efficiency and reducing paper consumption within our medical community.
- In May 2024, we unified various merchant payment gateways into a single payment solution. This new system supports over 100 different payment methods, enabling seamless online payments and real-time refunds, significantly enhancing the convenience and speed of transactions for our clients.

FEMVN

At FVH, we continually enhance patient care by expanding our offerings and improving the patient experience. We provide gifts for mothers, new-borns, and child patients on special occasions such as Children's Day and Christmas. The playground at the paediatric outpatients ("OPD") and inpatients ("IPD") is well-maintained with toys and supervised by care assistant staff for safety. A piano in the main lobby and a pianist for events like New Year and Christmas add to our welcoming environment.

We engage with patients digitally through our Facebook fan page and YouTube channel, offering service information and health advice. Additionally, we publish FV magazines, "Health Enews" and "Healthy Living," which are emailed to patients to keep them informed on health news.

Price Transparency

FEMVN upholds patient rights by ensuring transparent pricing practices, enabling informed decision-making before service

utilisation. Our hospital prominently displays a price book in the reception area, facilitating easy access for patients and families. Prior to service delivery, we communicate all associated costs to patients clearly. We encourage open dialogue, promptly addressing any queries or concerns through our dedicated financial staff. Additionally, rigorous bill verification processes before discharge mitigate billing errors, thereby safeguarding patient satisfaction and rights.

PERFORMANCE RESULTS AND TARGETS

Patient Satisfaction

TMPL

Gathering customer feedback is essential for brand loyalty, service enhancements, and patient satisfaction. We use the electronic Patient Experience Questionnaire ("ePEQ") post-visit, asking customers to rate their experience on a Likert scale regarding service satisfaction, likelihood of return, and likelihood of recommendation. These KPIs help evaluate patient experience management and patient satisfaction enhancement over time.

In FY2024, patient satisfaction metrics were consistent with FY2023. The customer satisfaction rate increased slightly from 92% to 93%. Additionally, 94% of patients intend to return to TMPL, and 93% recommend TMPL to others, maintaining last year's results.

FVH

FEMVN conducts an annual patient satisfaction survey using a DOH-issued questionnaire, reporting the data to DOH. In FY2024, patient satisfaction remained consistently high at 100%, showcasing our commitment to quality care. We aim to continue surpassing our >85% target.

ACC

In FY2024, ACC's patient satisfaction ratings have marginal variation but have remained consistently high. The customer satisfaction rate has been maintained at 96% and the recommendation rate fell slightly by 1% from 96% to 95%.

For details on the performance metrics and targets, please refer to the Performance Metrics section of this report from pages 87 to 93.



Awards And Accolades

In FY2024, TMPL achieved significant success, receiving multiple awards that recognise our commitment and efforts in maintaining exceptional service standards. These accolades include:

- **National Covid-19 Awards**

In the national awards presented to our healthcare heroes for their fight against Covid-19, including the President's Certificate of Commendation, several of our Thomson Angels were commended at the National Awards Ceremonies. The awards are a validation of Thomson Medical's commitment to healthcare excellence.



Our frontline warriors receiving recognition at the National Awards (COVID-19).

- **Singapore Health Quality Service Awards ("SHQSA")**

Thomson Medical proudly received 75 accolades at the 2024 Singapore Health Quality Service Awards (SHQSA), including 2 Star, 20 Gold, and 53 Silver awards. This achievement reflects the exceptional dedication and excellence of our Thomson Angels.



Our Thomson Angels at the Singapore Health Quality Service Awards 2024.

- **Nurses Merit Awards**

Thomson Medical Centre congratulates Sister Alice Ng on receiving the prestigious MOH Nurses' Merit Award 2023. Her unwavering dedication and exemplary performance, particularly as a leader during the COVID-19 pandemic, have greatly benefited the healthcare community. Sister Alice's commitment to patient safety and quality improvement is further highlighted by her Singapore Health Quality Service Awards in Silver Category and Hero Award.

- **Tatler Best TCM Centre Award**

Thomson Chinese Medicine was honored with the prestigious Best TCM Centre Award, presented by Tatler Asia Singapore. This recognition underscores Thomson Chinese Medicine's commitment to excellence and innovation in Traditional Chinese Medicine ("TCM") practices.



Thomson Chinese Medicine achieves the Best TCM Centre Award, presented by Tatler Asia Singapore.

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PATIENT SATISFACTION

- **Parents World Award For EssenTial By Thomson Products**
Home-brand EssenTial by Thomson received recognition from Parents World, with the Baby Bottom Balm and Nipple Cream highlighted as standout products. Additionally, Thomson Nutri was awarded “Best Confinement Food Home Delivery Service” for the 7th time in Parents World’s Best of the Best Pregnancy Products & Services Awards 2023.

Honoring Staff Excellence

- **Angel And SPOT Awards**

The Thomson Angel and SPOT awards recognise individuals and teams for their exceptional commitment

to superior customer service. These awards honour those who consistently exceed expectations and embody service excellence, fostering meaningful connections with patients and colleagues.

FVH has received District 7 People Committee’s Certificate of Merit for outstanding achievements in improving the quality of operations and medical examination and treatment at medical stations according to the family medicine principle model.



Thomson Medical, Singapore CEO Mr Lee Suen Ming proudly presents the Thomson Angel Award to our outstanding Thomson Angels.



CUSTOMER HEALTH & SAFETY

MANAGEMENT APPROACH

TMPL

As Singapore's only private hospital dedicated to women and children's care, TMPL is committed to excellence in all operations, prioritising patient health and safety through stringent quality assurance and governance structures. We ensure the highest standards of clinical outcomes with a Quality Assurance Structure aligned with our Quality and Patient Safety Framework and oversight from 14 specialised Clinical Sub-Committees under TMPL's Medical Advisory Board.

Quality Assurance Structure & Committees & Roles & Responsibilities 6 Hospital Committees 14 Clinical Sub-Committees						
Clinical Sub-Committees						
Accreditation & Credentialling	Clinical Ethics	Mortality & Morbidity	Infection Prevention & Control	Operating Theatre	Anaesthesia	Tissue
Intensive Care	Paediatric & Neonatology	Pharmaceutical & Therapeutic	Blood Transfusion	Peer-Review Learning	SRE QAC	CME

Additionally, 6 Hospital Quality Committees, led by the Chief Executive Officer and supported by the management team, ensure comprehensive oversight and management of hospital-wide quality initiatives.

Hospital Quality Committees		
Performance Improvement	Clinical Quality & Patient Safety	System & Process Quality
Service Quality	Workplace Safety & Health	Food

TMPL formulates policies and procedures for customer health and safety by referencing to ISO standards and regulatory benchmarks. We enforce strict procurement guidelines for medical equipment and pharmaceuticals, prioritising Health Sciences Authority, Singapore ("**HSA**")-approved drugs and reliable suppliers that meet our vendor evaluation criteria. We maintain a list of approved drugs (the "**Drug Formulary**"), reviewed annually by the Pharmacy and Therapeutics Committee to ensure that all medications used in the hospital meet stringent safety and efficacy standards throughout their lifecycle. Our Biomedical Engineering Department follows strict Standard Operating Procedures ("**SOPs**") for medical equipment procurement and maintenance, ensuring compliance with regulatory standards. Approval from relevant authorities is mandatory for all medical equipment and systems used in patient care, ensuring they are operational, safe, appropriately configured, and well-maintained. TMPL also follows Joint Commission International Patient Safety

Goals, focusing on baby identification, high-alert medication safety, surgical protocols, hand hygiene, and fall prevention.

FEMVN

In Vietnam, FEMVN ensures a safe environment by meticulously maintaining FVH. We partner with a professional housekeeping company for provision of toiletries, and training in hygiene and infection control. Hospital waste is categorised and managed in strict compliance with infection control protocols and legal requirements, with our housekeeping team rigorously trained to uphold our waste management standards. Additionally, subcontracted security personnel are trained in hospital policies and customer service, contributing to a secure and supportive environment.

FEMVN also participates in Vietnam's "Green Hospital" initiative by monitoring and preserving the number of trees on our premises.

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CUSTOMER HEALTH & SAFETY

POLICIES AND INITIATIVES

Thomson Medical is committed to patient and staff well-being, continuously enhancing safety and care quality through optimised nutrition, improved infection control, and advanced surgical procedures, reflecting our dedication to the highest healthcare standards.

Thomson Nutri

A Commitment to Nutritional Excellence: Our award-winning Thomson Confinement Food has evolved into Thomson Nutri, upholding its tradition of offering patients premium ingredients such as Japanese Kinmemai Better White™ Rice and Sakura Chicken, all under the approved Singapore Food Agency (“SFA”) License.

Thomson Confinement Food has evolved into Thomson Nutri, maintaining its commitment to premium ingredients. The rebranded service features a new website for easy meal management and tracking. Meals are freshly cooked, delivered warm twice daily in eco-friendly containers, and require no clean-up.



Thomson Nutri's confinement meal served in eco-friendly thermal containers that can be emptied out and returned, without having to wash up.

Essential Skincare

Thomson Medical also celebrated the launch of its new limited-edition Essential skincare range, featuring the adorable Baa Baa Sheepz & Crok Crok Frok.



The exclusive Essential by Thomson skincare collection showcasing the adorable Baa Baa Sheepz & Crok Crok Frok characters.

Letters To Moms

Thomson Medical's Mother's Day campaign invites mothers to write letters to their past selves, reflecting on their pregnancy and motherhood experiences. This initiative promotes mental well-being by fostering camaraderie and emotional support among mothers.

Continued Dedication To Infection Prevention And Patient Safety

Our commitment to patient safety drives us to excel in preventing hospital-associated infections by adhering to National Infection Prevention and Control Standards. We rigorously enforce and update our infection control protocols in response to health crises like COVID-19 and conduct regular staff training. Comprehensive hospital-wide audits that align with national infection control guidelines ensure we consistently deliver safe, effective healthcare.



FVH: Speak Up And Ask Me

During Patient Safety Week (25-29 Sept 2023), the “Speak Up” activity allowed patients to voice safety concerns. This feedback proved valuable for FVH to enhance quality, as patients provide critical insights for meeting international healthcare standards.

Hand Hygiene And Food Safety

We uphold global best practices in hygiene and food safety, including the World Health Organisation’s (“WHO”) “Five Moments of Hand Hygiene” to reduce infection risks. TMPL and FVH conduct audits on hand hygiene, with over 11,000 and 12,000 hand hygiene observations respectively in FY2024. TMPL’s kitchen services, managed by an ISO-certified catering service provider, is operated in compliance with Singapore Food Agency and Ministry of Health food hygiene standards. We conduct weekly inspections and regular food hygiene audits on the kitchen services. This rigorous approach underscores our commitment to patient and client safety, continuously refining policies to maintain high standards.

In FY2024, TMPL’s dietitian conducted closed to 50 food hygiene audits using a Food Hygiene Audit Checklist adapted

from the National Environment Agency. The audits covered all facets of food service, including kitchen conditions, storage practices, refrigerator functionality, food presentation, cleanliness, and staff hygiene. FVH also conducts quarterly food sampling to ensure top food hygiene standards.

PERFORMANCE RESULTS AND TARGETS

We are proud of our advancements in health and safety, having exceeded targets in hand hygiene and food safety audits. TMPL’s compliance rate remains above our target, with improved food hygiene from 86% to 88% compliance in FY2024. FVH consistently exceeds targets, with hand hygiene showing slight improvement and food hygiene at 98% compliance.

Additionally, we have sustained a flawless record with no instances of non-compliance regarding the health and safety implications of our products and services.

For details on the performance metrics and targets, please refer to the Performance Metrics section of this report from pages 87 to 93.



Sustainability Report

LOCAL COMMUNITIES

At Thomson Medical, we are committed to supporting and educating the community beyond healthcare, reflecting our dedication to improving health outcomes and access, in line with the UNSDGs.

TMPL

TMPL prioritises assessing and managing social impacts and corporate social responsibility (“CSR”) contributions. We raise awareness about family planning and fertility issues within the community through Pregnancy and Parenting Seminars, offering insights and information on maternity services and accommodation options.

In FY2024, we held the following events:

- **Children’s Day Visit To The Museum Of Ice Cream**

In FY2024, we collaborated with HCSA Community Services, and 15 Thomson volunteers organised a Children’s Day event at the Museum of Ice Cream for

single-parent families, with goodie bags distributed to everyone involved, benefiting 55 SPIN families.

- **International Women’s Day Event**

In Thomson Medical, we believe in empowering the life journeys of women, children, and families. We partnered with HCSA Community Services, where our TCM Physician and Head of Thomson Chinese Medicine shared health tips with single parents. Simultaneously, our Thomson Angels volunteers engaged the children in crafts and games during this event.

- **Race Against Cancer**

A team of 20 Thomson Medical Group members, led by Group CEO Dr Melvin Heng and COO Jack Ng, participated in the Race Against Cancer organised by the Singapore Cancer Society. The event highlighted community spirit as our team ran alongside cancer survivors and advocates, reaffirming our commitment to the fight against cancer.



Our Thomson Angels connecting with single-parent families during the Children’s Day outing at the Museum of Ice Cream.



- **Thomson Breast Centre – Breast Talk At Amk CC And Collaboration With True Yoga**

In October 2023, our Thomson Breast Centre team, in collaboration with True Yoga, held a breast health seminar during Ang Mo Kio Community Day 2023, coinciding with Breast Cancer Awareness Month. A breast surgeon at Thomson Breast Centre, Dr. Jesse Hu, provided insights on breast health, emphasising screening and self-examination. The interactive session fostered a supportive learning environment.

- **Thomson Pregnancy Seminars**

In August and November 2023, Thomson hosted Pregnancy Events to educate expecting parents on pregnancy topics and promote TMPL services, with 140 couples and nearly 300 pax registering for the events respectively. The events were also kindly sponsored by Cryoviva, Friso, Nestle, and Singlife.

Both events, featuring Thomson Medical Centre, Thomson Chinese Medicine, Thomson ParentCraft Centre, and Thomson Nutri, received high satisfaction ratings, with many attendees expressing interest in delivering at TMPL and choosing our obstetric and gynaecological care.

- **Growing Up: Our Children's Health Journey**

On October 7th, 2023, we hosted a free online webinar for parents of children aged 1-12, covering topics such as boosting immunity, TCM strategies for ADHD, oral health, parenting tips, and financial planning for single parents.

FEMVN

Since 2006, FEMVN has been a key community support and healthcare provider in Vietnam, aiding financially disadvantaged and disabled children, and disaster management efforts. FEMVN partners with local authorities and educational institutions to offer students invaluable learning opportunities and insights into healthcare professions. In FY2024, FEMVN expanded its CSR activities to include blood drives, healthcare forums, and medical services, while ACC promoted musculoskeletal health through free screenings and educational talks.

- **Children Of Vietnam Fund And Vietnam Disaster Management Fund**

Since 2006, FEMVN's "Children of Vietnam" charitable fund has supported financially disadvantaged and disabled children by inviting surgeons or mobilising local doctors to provide treatment. All hospital staff also contribute to the Government's Vietnam Disaster Management Fund.

- **Educational Partnerships**

FEMVN partners with local high schools and universities to offer students observation opportunities and professional lectures delivered by several hospital directors and managers. It also hosts medical, nursing, and pharmacy interns from domestic and international institutions, providing real-world experience at an International Hospital Quality Accreditation Organisation-accredited multispecialty hospital.

- **Community Engagement And Support Initiatives**

Located in District 7, Ho Chi Minh City, FEMVN supports local authorities with medical escorts and emergency responses for government officer visits and significant city events. In FY2024, FEMVN also hosted biannual blood drives, organised healthcare talks and conferences, and provided first aid and ambulance services during Operation Smile Vietnam events.



Biannual blood drives with external and internal participation.

In FY2024, ACC's CSR efforts included free annual feet and spine screenings and health talks to raise awareness about musculoskeletal conditions. These initiatives aim to support and inform the community, reflecting our commitment to community service.

Sustainability Report

WORKPLACE HEALTH AND SAFETY

MANAGEMENT APPROACH

At Thomson Medical, we prioritise the health and well-being of our staff, including doctors and nurses, by ensuring a secure and well-regulated work environment. Our focus on comprehensive safety training and initiatives aims to enhance staff welfare, reduce work-related incidents, and boost morale and satisfaction.

TMPL

To ensure employees' well-being, we have established a robust framework for workplace health and safety, adhering strictly to regulatory requirements under the Workplace Safety and Health Act and aligning with ISO 45001 standards for Occupational Health and Safety ("OHS"). This includes Policy, Planning, Implementation and Operation, Checking and Corrective Actions, Management Review, and Continual Improvement.

TMPL's senior management team supports these initiatives by including Workplace Safety & Health ("WSH") in meetings and completing WSH Code of Practice Training. The Workplace Safety and Health Committee ("WSHC") meets monthly to:

- Establish written safety protocols that apply to all employees and stakeholders, including contractors, vendors and partners that work on-site.
- Ensure compliance with legal requirements through audits and inspections.
- Review environmental, health and safety incidents, identify opportunities for improvement, and conduct training to equip staff with Workplace Safety and Health related knowledge and skills.

The WSHC evaluates procedures and conducts facility inspections to manage hazards and ensure compliance. The Infection Control Manager ("ICM") addresses incidents like needle stick injuries and infections, performing root cause analysis and implementing preventive measures.

Our key management approach for OHS can be summarised as follows:

- To monitor, review and maintain safe systems of work, policies, and procedures by complying with all relevant health, safety, environmental legislations.
- To prevent work-related incidents by providing adequate resources, programmes, education and training to our staff and service partners;
- To mitigate foreseeable unsafe conditions and behaviours in the workplace;
- To continually engage all relevant stakeholders and staff; and
- To regularly measure, evaluate and review objectives, targets and performance of our policies and initiatives.

Additionally, we adhere to ISO 14001 and ISO 45001 Management Systems and use our Hospital Occurrence Reporting System for ongoing risk management and process enhancement.

FEMVN

In Vietnam, our OHS framework adheres to regulations covering occupational safety, chemicals, construction, food safety, electricity, fire prevention, infection control, and radiation. This system includes health examinations for all staff, environmental monitoring, monthly domestic water sampling, yearly equipment inspections and maintenance, and annual radiation measurements and infection control measures. In FY2023, FVH earned ISO15189 Lab accreditation.

FVH's Risk Management Unit identifies and manages risks, including those related to fire safety, biohazardous materials and waste management, and infection risks, integrating findings into FVH's Facility Management and Safety Program and Infection Control Program. Improvement measures



are implemented, and its effectiveness is systematically evaluated upon completion, with updates reported to the annual Facility Management and Safety Program and Infection Control Program.

ACC is still in the process of establishing its OHS system, focusing on fire safety and biohazardous materials. Staff are encouraged to report issues to managers or the General Director, and safety inspectors' advice will be incorporated into our OHS processes.

POLICIES AND INITIATIVES

Incident Reporting

TMPL

All work-related injuries are reported via our Hospital Occurrence Reporting system and undergo comprehensive root cause analysis. Corrective actions are recommended to prevent recurrence. Findings and preventive measures are reviewed monthly in internal WSH meetings and updated to senior management quarterly.

Clutter-Free Work Environment

To boost productivity and reduce accident risk, we use Lean principles and the 6S methodology to systematically organise our workspace. This ensures easy access to equipment and enhances safety. Additionally, we have leased three new offices to accommodate our growing corporate support departments and maintain an optimal work environment.

Fall Prevention – A Step Towards Enhanced Safety

To improve safety, TMPL's WSHC has introduced a fall prevention poster and visual markers on high-traffic staircases. We also conduct ergonomics workshops on proper lifting techniques to reduce back injuries and display educational posters in staff areas to reinforce workplace safety.

Employee Engagement And Recreation

To support mental well-being and work-life balance, we host regular festive celebrations and monthly recreational activities, including overseas trips, movie nights, baking classes, and bowling sessions, organised by the Thomson Recreation Committee. We also established a departmental bonding fund to support team-building activities, enhancing camaraderie among colleagues.



Durian trip to Johor, Malaysia.

Quality Week 2023 – Quality Day Seminar

Quality Week 2023, held on July 27th in Petaling Jaya, featured a joint Quality Symposium with Thomson Medical Kota Damansara. Themed "Resilience and Sustainability," the event emphasised enduring excellence and sustainable practices. It allowed professionals and stakeholders from both organisations to exchange insights and strategies for fostering resilience and sustainable growth, highlighting our commitment to quality and continuous improvement amidst evolving challenges.

Sustainability Report

WORKPLACE HEALTH AND SAFETY

Promoting Quality, Patient Safety, Risk Culture And Staff Engagement

Initiated in February 2024, the Patient Safety Leadership Walkabout (“**PSLWA**”) engages staff to address safety issues related to patient care, environmental safety, and equipment. Senior management conducts regular visits to clinical areas, facilitating discussions with staff to identify and mitigate safety concerns. Each walkabout is followed by a Post-PSLWA Analysis and After-Action Review, resulting in a follow-up action list for resolution by designated process owners. This structured approach fosters continuous improvement and accountability. Additionally, we have ongoing safety initiatives including daily briefings, hospital occurrence reporting, and the promotion of Just Culture. Staff receive training in Risk Management, Patient Safety, Quality Improvement, Root Cause Analysis, BizSafe Risk Lead Level 2, and Internal Auditing, with safety topics regularly addressed in meetings.

Strategic Collaborations For Service Excellence

Our Thomson Service Training Programme, Thomson Touch, was developed with the SIA Service Quality Centre and continues to evolve in partnership with the SIA Academy. Recent enhancements include a Service Leadership programme for management, and we are developing customised Thomson Service Standards to refine the Thomson-SQ programme. These updates are designed to ensure our staff consistently deliver on our brand promise.

FEMVN

At FEMVN, our Incident Management Policy allows for confidential reporting of incidents or near-misses, either online or via paper, ensuring reporter anonymity. Biohazardous situations are also identified through management observations, walk rounds, meetings, and patient feedback. We foster a non-punitive culture that encourages open reporting. Each incident undergoes a thorough investigation and root cause analysis, leading to action plans aimed at improving operational processes.



Thomson Medical Staff at training in partnership with SIA Academy.

Regular WSH trainings

At FVH and FVC, we prioritise safety and competence through extensive training. We conduct annual emergency drills and a General Orientation program for new staff, covering OHS, emergency response, and various safety protocols. New employees also receive on-the-job training from department managers. Training needs are assessed based on job requirements, regulations, and accrediting bodies like JCI. Most sessions are sponsored by FEMVN, and staff commit to remaining with the organisation for a specified period. Training effectiveness is evaluated through feedback and post-training performance assessments. For details, please refer to our policies on Training & Development, Life Support Training, Orientation, Leave Management, Business Trips, Training Agreements, Training Requests/Plans, and PACE evaluation.

PERFORMANCE RESULTS AND TARGETS

In FY2024, Thomson Medical maintained zero high-consequence work-related injuries and fatalities. For details on the performance metrics and targets, please refer to the Performance Metrics section of this report from pages 87 to 93.

Our goal is to continue emphasising safety protocols through training and reminders to minimise injuries and sustain our record of zero high-consequence incidents.



OUR EMPLOYEES



MANAGEMENT APPROACH

At Thomson Medical, we are committed to fostering an inclusive and supportive workplace where employees are valued. We focus on equitable hiring, robust professional development, and promoting work-life balance to maintain high morale and exceptional care standards. Our dedication to diversity ensures our team reflects the communities we serve. We emphasise continuous learning by refining our training strategies and conducting annual assessments to enhance staff competencies and career growth, thus supporting both employee satisfaction and service excellence.

POLICIES AND INITIATIVES

Training And Development Programs For Nursing Staff

TMPL

At Thomson Medical, we are committed to continuous education and career growth through various programs. Our Preceptor Training Program pairs experienced nurses with new hires to ensure a seamless transition and encourages career advancement into leadership roles. We have also introduced a comprehensive e-learning platform, offering training on key topics such as blood transfusions, medication management, and pharmacology, enabling flexible, self-directed learning. Additionally, we provide expanded scholarship opportunities for Advanced Diploma courses and professional development programs, including specialised training in areas like cardiac life support, neonatal resuscitation, and wound care. Nurses also gain diverse experience through departmental rotations, enhancing their skills across multiple specialties.

FEMVN

Medical and para-clinical staff are required by the government to complete 24 credits of Continuous Medical Education ("CME") annually to maintain their practicing licenses.

HR ensures compliance by reminding staff of this requirement and coordinating with their managers to monitor and support the completion of CME training.

Training & Development Programmes for Non-Nursing Staff

TMPL is dedicated to enhancing professional development across all roles. Our specialised training includes customer service programs for front office staff, technical skill development for operational and financial teams, and industry seminar participation. The cybersecurity team are Certified Information Systems Security Professional or Certified Information Security Manager. This approach ensures all staff are well-equipped to contribute to exceptional healthcare services. TMG is committed to equip our key staff with sustainability knowledge so that the staff can champion sustainability programme and initiatives. There are plans to send our key staff for foundation course, greenhouse gas emissions, sustainability financing and other sustainability-related trainings or courses.

All staff at FVH are required to complete various mandatory training sessions, both upon joining and for certificate renewals. New employees must complete their orientation and mandatory training within 30 days of joining, with the Training & Development team ensuring compliance. Orientation includes General Hospital Orientation, Doctor/Nurse Specific Orientation, and Departmental Orientation. Depending on job requirements, staff are notified and supported to complete necessary training, with the Training & Development department overseeing the organisation of sessions and validation of certificates. This includes training in areas such as Vaccination Safety, Radiation Safety, Food Safety, Occupational Health and Safety, and Basic Life Support, among others.

Employee Benefits And Support

TMPL

At TMPL, we prioritise employee well-being and growth through extensive support initiatives. Our flexible medical benefits cover services like optical, dental, traditional Chinese medicine ("TCM") treatments, flu vaccinations, and health screenings, with dependents' coverage for certain benefits. In 2024, we were accredited with the Progressive Wage Mark for raising wages of lower-wage workers, and we provided a special "Company Assistance to Rising Expenses" ("CARE") payment to all confirmed employees in FY2024 to help them

Sustainability Report

OUR EMPLOYEES

manage inflation. We also increased housing allowances for overseas nurses and updated retirement SOPs and employment policies to align with tripartite guidelines.

FEMVN

At FEMVN, we prioritise employee welfare by offering a comprehensive benefits package that exceeds legal requirements. This includes a monthly minimum wage above the legal standard, social and unemployment insurance, medical coverage for staff and their immediate families, a management incentive plan, maternity leave compensation, and a 13th-month salary. We also provide various types of leave, training sponsorships, recognition bonuses, and robust policies for performance appraisal, mental health, and occupational safety.

All full-time, part-time, and temporary employees receive free pre-employment health checks, annual health screenings, flu vaccinations, and access to a dedicated GP. Additionally, psychological consultations and supplementary medical coverage are provided where needed, along with exclusive staff discounts on hospital services. These initiatives highlight our commitment to the well-being and professional growth of our team at FEMVN.

Employee Engagement And Appreciation

• Recreational Activities

Thomson Medical places a strong emphasis on work-life balance and employee welfare. The Recreational Committee organises monthly activities, including bowling competitions, movie nights, and durian trips to Malaysia. These events are designed to foster team bonding and enhance overall employee well-being.



Thomson Family bonding over a fun-filled recreational bowling competition.

• Nurses Day

Thomson Medical celebrated Nurses' Day every year by honoring its dedicated staff, known as Thomson Angels, for their compassion and commitment. The event featured a cake-cutting ceremony, high tea, performances by talented employees, a lucky draw, and a Best Dressed Competition. These activities highlighted the creativity and dedication of the Thomson Angels, who are recognised as everyday heroes in patient care.



Thomson Angels display their creativity in the production of superhero-themed costumes.

• Dinner & Dance

Our annual Dinner & Dance on 4 November 2023 at Marina Bay Sands brought together our partners, stakeholders, doctors, and staff for an evening of camaraderie, sportsmanship, and celebration.



Our Thomson Angels having an enjoyable evening at our annual Dinner & Dance 2024.

• **Strategic Workplan Retreat**

Our CEO, Senior Leaders, and HODs participated in a Strategic and Workplan retreat from 27 to 29 October 2023 in Desaru, Malaysia. The retreat featured productive discussions and debates focused on Thomson Medical's transformational journey and future direction.



Our leaders gathered for strategic discussions at the Strategic and Workplan Retreat in Desaru, shaping the future course of Thomson Medical.

• **Dialogue With Our Doctors – Townhalls**

At Thomson Medical's annual Doctors' Townhall, esteemed medical professionals gathered for a relaxed dining event. Group CEO Dr Melvin Heng delivered a welcoming address, honouring the late founder, Dr Cheng Wei Chen. Thomson Medical Singapore CEO Lee Suen Ming introduced the new Brand Purpose, Pillars, and Values focused on empowering life journeys, while COO Jack Ng provided updates on the Thomson Transformation, including key facility upgrades.



Reflecting on a year of milestones at our Thomson Medical Doctor's Townhall in November 2023.

Throughout the year, TMPL organised a series of events to honour and appreciate the dedication and exceptional care provided by our employees to patients and their families. These commemorative events highlighted the commitment and hard work of our staff in delivering outstanding healthcare services.

At FEMVN, our staff engagement initiatives encompass a diverse array of activities aimed at fostering camaraderie and professional development. Some of these initiatives include:

- Annual events, including the Year-End Party, staff loyalty celebrations, staff appreciation days, and various festive celebrations, are organised throughout the year to recognise and honour employees.
- Awareness weeks focusing on crucial topics like nutrition, malnutrition, antimicrobial resistance, patient safety, and hand hygiene to promote staff education and awareness.
- Social and sports events, including rugby, football, music festivals, beauty contests, and running events, foster employee engagement, enhance community involvement, and build camaraderie among staff.

Sustainability Report

OUR EMPLOYEES

- Monthly meetings are a key component of our communication strategy, keeping hospital managers updated on current activities. This information is then relayed by middle managers to their teams, ensuring alignment and transparency throughout the organisation.
- Our hospital committees, comprising representatives from various departments and roles, offer a platform for staff to voice opinions and engage in initiatives to improve hospital operations. This collaborative approach values staff contributions and ensures broad involvement in enhancing FEMVN's effectiveness.
- Doctors elect representatives biennially to the Medical Advisory Board, providing a platform for discussing concerns, initiatives, continuous medical education, and advancements in treatments.
- The Medical Director's Office conducts regular meetings with doctors to facilitate ongoing communication, gather feedback on hospital updates and projects, and cultivate a supportive and productive working environment for our medical staff.

Continuous Development

At TMPL, we are committed to employee growth and development through various training programs such as Infection Control Week and Quality Day Seminar. Initiatives like the Thomson-SQ programme and the updated Thomson Touch training aim to elevate service standards and patient care.

At FEMVN, training includes internal courses, financial support for external training, and unpaid sabbaticals. We also allocate a training budget for Continuing Medical Education and provide access to an E-library for comprehensive clinical resources.

PERFORMANCE RESULTS AND TARGETS

Employment

In FY2024, TMPL and FEMVN employed a total of 2,185 staff, with TMPL having 669 employees, FVH and FVC with 1,382 employees, and ACC with 134 employees. TMPL's workforce remained stable compared to FY2023, while FEMVN experienced a reduction due to rationalisation of operations and human resources.

The new hire rate for FY2024 was 16.8%, with a turnover rate of 16.6%, showing a decrease of 12.3% and 8.9% respectively from FY2023. Moving forward, we aim to maintain consistent rate of new hires and turnover rates to ensure the quality of TMG's services.

Diversity & Equal Opportunity

At Thomson Medical, we emphasise fostering a diverse workforce as a reflection of our commitment to equal employment opportunities, enriching our capacity to serve a varied patient demography. Our belief in diversity drives innovation and enhances outcomes for stakeholders and communities.

From FY2023 to FY2024, gender distribution among employees remained relatively stable. In FY2024, males made up 24.6% of the workforce, a slight decrease from 25.0% in FY2023. This is consistent with the healthcare sector's higher proportion of female employees, especially given our focus on women's and children's health.

Our dedication to diversity and inclusion extends to our Board, with 29% of members being female and 57% of members under the age of 50. Additionally, 57% are Non-Executive Directors, and 43% have served in their roles for three years or fewer. We are committed to further diversifying our Board to ensure a balanced blend of experience and perspectives. For more details, refer to the Corporate Governance Report in our Annual Report.

Training And Education

The Group prioritises continuous learning and development to drive ongoing growth. TMG is committed to providing equitable access to training and educational opportunities to support the professional advancement of all employees.

TMPL

We have met our minimum target of 40 hours of training for nursing employees in FY2024. Average training hours for TMPL nursing employees rose from 58 hours in FY2023 to 70.1 hours in FY2024, largely due to participation in a full-time 9-month Advanced Diploma program. Average training hours for non-nursing employees more than doubled from 5 hours to 11.9 hours, reflecting increased company-wide training on risk, compliance, cybersecurity, and e-attendance.



ECONOMIC PERFORMANCE

FVH

At FVH, average training hours for non-clinical employees, clinical employees and doctors increased by 2.2 hours, 7.7 hours, and 20.8 hours respectively from FY2023 to FY2024, reflecting FVH's commitment to continuous learning for all staff.

ACC

At ACC, average training hours increased across all employee categories from FY2023 to FY2024. Non-clinical employees saw an increase from 0 to 0.54 hours, primarily for English certification. Clinical staff's training hours rose from 20 to 24 hours, while doctors' hours increased from 14.4 to 16 hours. These increases reflect the Department of Health's new requirements for continuous education for front-line personnel, updated every two years. Additionally, there is ongoing internal training for physiotherapists in scoliosis and disc herniation treatment protocols.

While the current targets apply exclusively to TMPL, we will assess the feasibility of establishing a Group-wide target in the coming years. For details on the performance metrics and targets, please refer to the Performance Metrics section of this report from pages 87 to 93.

We are committed to generating and delivering economic value to our stakeholders through initiatives that are both significant and effective. We strive to ensure that this value not only addresses the immediate needs of our diverse stakeholders but also contributes to long-term sustainability.

In FY2024, the Group maintained a revenue level of \$350 million for the second consecutive year. Despite the cessation of project income from managing Transitional Care Facilities and Vaccination Centres in December 2023, the Group's revenue was upheld through the increased operating capacity in Malaysia and the additional revenue contribution from Vietnam following the acquisition of FEMVN.

We will continue to focus on driving profitability and operational excellence across all our businesses, with the aim of achieving sustainable long-term growth and increasing stakeholders' value, while adapting to market conditions.

For details on the performance metrics and targets, please refer to the Performance Metrics section of this report from pages 87 to 93.

For more information on our financial performance, please refer to the following sections of our Annual Report:

- Operational review
- Financial highlights
- Financial contents

Sustainability Report

ENVIRONMENTAL MANAGEMENT

MANAGEMENT APPROACH

Commitment To Sustainable Healthcare

In FY2024, we have intensified our commitment to environmental sustainability, recognising the essential balance between exceptional healthcare and environmental stewardship. TMPL adheres to ISO 14001 Environmental Management standards and complies with local regulations from authorities such as the Singapore Ministry of Health, the Health Sciences Authority (“HSA”), and the National Environmental Agency (“NEA”). Our environmental management strategy focuses on improving resource efficiency, responsible waste disposal, and integrating eco-friendly practices across our operations.

POLICIES AND INITIATIVES

Our recent renovation to the ground floor of TMPL involves updating existing building with sustainability measures,

including retrofitting with energy-efficient systems and fixtures, improving insulation, upgrading to water-efficient fixtures, and implementing green building management practices. We are also currently pursuing the Green Mark (Gold) certification from the Building and Construction Authority of Singapore for our hospital.

Climate Reporting

In line with global climate change initiatives and to proactively manage climate-related risks and opportunities, we are initiating our climate reporting process. We have developed a roadmap to integrate the Taskforce for Climate-related Financial Disclosures (“TCFD”) recommendations and we are currently at our first year of implementation. This strategic framework will guide our efforts over the coming years, improving our ability to anticipate and address climate challenges while enhancing transparency and accountability in our climate-related disclosures.

TCFD Pillar	Implementation Year		
	Year 1	Year 2	Year 3
Governance	Described the Board oversight and management role in relation to climate reporting and managing climate risks and opportunities	N.A.	N.A.
Strategy	N.A.	Describe the climate risks, opportunities and impacts we have identified over varied time horizons	Describe the resilience of our strategy under different climate scenarios
Risk management	N.A.	Describe how processes for identifying, assessing, and managing climate risks and how these are integrated with our enterprise risk management	Monitor and manage the risks, opportunities and impacts assessed in the prior years
Metrics and Targets	Disclosed Scope 1 and 2 emissions	N.A.	Consider the inclusion of Scope 3 emissions where appropriate and disclose metrics and targets used in relation to climate risk. Where appropriate, enhance our metrics and targets with quantitative data.



Environmental Awareness And Education

Our commitment to environmental stewardship is reinforced through a structured orientation program for new staff, emphasising the importance of environmental awareness. Employees are educated on practices such as reducing single-use plastics, conserving energy through reduced usage of water and electricity, and supporting eco-friendly initiatives. We believe that fostering individual responsibility in these areas can significantly contribute to positive environmental change.

Energy And Water Conservation

Our facilities are significant consumers of energy and water due to the continuous operation of medical equipment and building services, which impacts our environmental footprint. In FY2024, our strategy focuses on innovation and adaptation to meet high environmental standards while delivering exceptional patient care. Effective environmental management practices help mitigate business impacts and enhance corporate reputation. Sustainable management of energy and water remains a priority, especially in medical facilities.

Preserving clean water is crucial for our medical operations and ensures sustainable resource use for future generations. We are committed to reducing water consumption through various conservation measures. Our efforts include implementing low-pressure water systems and water-efficient fixtures, such as dual flush cisterns, low-flow showerheads, and flush valves. Additionally, we regularly check for leaks and provide signage in restrooms with reporting hotlines to address any issues promptly, as toilets are a common source of water leakage.

FVH has also installed water meter to monitor water consumption. Additionally, FVH is also replacing its water faucet to automated ones in its upcoming renovation.

Scope 1 – Direct Emissions

The sources of Scope 1 emissions for TMPL includes backup diesel generators, ambulance fleet that operates on petrol, carbon dioxide and nitrous oxide for the purpose of conditioning the incubators in our pre-natal diagnostic lab to create a 5% CO₂ environment that is conducive for cell growth, and pain relief during labour in the form of laughing gas, respectively.

FEMVN's primary source of Scope 1 emissions is the operation of its ambulance fleet, which runs on diesel and high-quality gasoline (Mogas 95). Additionally, in FY2024, FEMVN utilised CO₂ and liquid nitrogen (N₂) for medical treatments. The F&B service operations consumed liquid petroleum gas (LPG).

Scope 2 – Indirect Emissions

In the BCA Building Energy Benchmarking Report 2022, TMPL ranked 6th out of 16 hospitals in Singapore for energy efficiency, reflecting our strong commitment to sustainability. This ranking highlights our team's efforts in optimising energy and water use. We continuously update and audit our practices to maintain Green Mark certification and ensure high environmental performance.

In FY2023, FEMVN initiated an energy reduction project across all departments, monitoring and analysing consumption patterns to implement Heating, Ventilation, and Air Conditioning ("HVAC") optimisations. To save electricity, building maintenance team at FEMVN measures the temperature in Hospitals during the day and keep it at reasonable level, in addition to reducing the Chiller load.

Light, aircon at admin area and OPD areas are turned off after working hour.

RESPONSIBLE WASTE MANAGEMENT

In our daily operations, we manage various types of waste, including general, biohazardous, clinical, infectious, pathological, and cytotoxic materials. These materials require specialised handling to prevent cross-contamination and ensure public health safety. In FY2024, we continued to take appropriate measures in waste management, this demonstrates our commitment to environmental responsibility.

At TMPL, we use NEA-licensed disposal service providers for the safe collection, segregation, and disposal of waste. We adhere to strict protocols with color-coded bags and labelled containers, and licensed collectors use specialised vehicles and the waste are sent for incineration or landfill disposal. We also implement sustainable recycling initiatives, such as recycling toner cartridges, repurposing used carton boxes, and working with a vendor to convert used sports shoes into community infrastructure materials such as jogging tracks and playgrounds.

Sustainability Report

ENVIRONMENTAL MANAGEMENT

At FEMVN, we handle general, medical, biohazardous, and recyclable waste. In FY2024, FEMVN introduced programs to reduce plastic waste and enhance staff awareness of fire safety, waste management, and energy conservation. The formation of the Sustainability Management Committee and development of IT applications to reduce paper use reflect our proactive sustainability efforts.

PERFORMANCE RESULTS AND TARGETS

In response to growing climate change concerns, TMG is committed to a low-carbon business strategy. In FY2024, TMPL met targets for water usage and waste management, demonstrating our dedication to sustainability.

While the current targets apply exclusively to TMPL, we will assess the feasibility of establishing a Group-wide target in the coming years.

For details on the performance metrics and targets, please refer to the Performance Metrics section of this report from pages 87 to 93.

TMPL

TMPL's energy consumption intensity increased by 3.6kWh per patient-day³ in FY2024 compared to the target set due to the renovation in TMPL to rejuvenate our workspace to bring forth enhanced facilities for a more enjoyable, conducive environment and better healthcare experience for patients and visitors. It led to lower admissions due to the noisy environment during the renovation period. Water consumption intensity, biohazardous and general waste indices met the set targets.

FVH

FVH experienced increases in both energy and water consumption intensities in FY2024, compared to FY2023. Energy consumption intensity rose by 35.6 kWh per patient-day, attributable to factors such as the initiation of multi-shift operations in the in-house laundry with large-capacity machines, installation of new medical equipment (e.g., ultrasound and laser), reduced efficiency of an aging chiller (planned for renovation) and rising average city temperatures.

Water consumption increased marginally by 0.36 m³ per patient-day, primarily due to the high water usage of the laundry department, which operates 15-18 cycles daily. Biohazardous waste generation increased by 0.84l per patient-day, and general waste by 1.66 kg per patient-day, reflecting the expanded activities and operational demands.

³ Intensity ratio formula for TMPL is based on consumption amount used by in-patient services over patient days.



COMPLIANCE WITH LAWS AND REGULATIONS

MANAGEMENT APPROACH

Thomson Medical Group places significant focus on stringent corporate governance to navigate the complex and highly regulated healthcare sector. Adhering to stringent laws and regulations is essential for ensuring patient safety and upholding our reputation. Our comprehensive compliance monitoring process ensures alignment with local and international standards, including HSA regulations, ISO 9001 for Quality Management Systems, ISO 14001 for Environmental Management Systems, ISO 45001 for Occupational Health & Safety, and National Infection Prevention and Control Standards.

We proactively stay updated on regulatory changes through a subscribed electronic legal update service, which provides real-time alerts on new regulations and amendments, facilitating quarterly reports to department heads to ensure they are always informed with the latest regulatory developments.

Our Board of Directors, alongside the Audit and Risk Committee, Compliance Team, and Medical Advisory Board, oversees compliance and drives improvement initiatives. The Chief Risk and Compliance Officer leads these efforts, reporting to the Group Management Committee and Audit and Risk Committee, reflecting our commitment to robust governance and integrity.

Following the completion of merger and acquisition in December 2023, FEMVN has focused on seamless integration, accurate data reporting, policy adoption, and compliance with Vietnam's Personal Data Protection Decree (Decree 13). FEMVN has also implemented a new Enterprise Risk Management system, established various committees to align with group objectives, maintained an updated legal library, and engaged with local authorities to enhance medical record practices and ensure regulatory compliance.

POLICIES AND INITIATIVES

Anti-Corruption

To effectively manage organisational challenges and risks, we have established comprehensive internal guidelines, standards, and protocols. Our anti-corruption policies are designed to address risks, prevent misconduct, promote

accountability, and improve operational efficiency. Compliance with these measures by all team members is essential to ensure transparency, accountability, and enhanced operational effectiveness.

Code Of Conduct And Ethics

We have implemented a comprehensive Code of Conduct and Ethics that outlines the ethical standards and responsible behaviours expected from all team members. This Code is essential for promoting accountability and integrity throughout the Group. We firmly oppose misconduct, including abuse of authority, bribery, and corruption. Annually, and when conflicts of interest arise, Directors and staff must disclose any personal or business interests that may conflict with the Group's interests. To reinforce our values, we conduct regular training sessions to keep employees informed about updates to our code, policies on conflicts of interest, and ethical guidelines, fostering a workplace environment of trust and ethical behaviour.

Whistleblowing Policy

In line with our commitment to transparency and accountability, we have implemented a comprehensive whistleblowing framework. This framework allows employees and stakeholders to confidentially report concerns or misconduct related to our operations without fear of retaliation. We ensure strict confidentiality regarding the whistle-blower's identity and the details of the reported issues, except where disclosure is legally required. Reports can be submitted to the Whistleblowing Committee, which includes the GCEO, the GCFO and the CRCO, or directly to the Chairman of the ARC or the Chairman of the Board if the report involves a Whistleblowing Committee member or a Director. Each case is independently investigated by a committee appointed by the Whistleblowing Committee. Our whistleblowing policy is available on our intranet, employee handbook, and corporate website for access by employees and stakeholders.

Supplier Management

TMPL's Guidelines on the Selection and Management of Suppliers outline key criteria for supplier selection and contract renewal, including quality standards, adherence to safety protocols, regulatory compliance, reliability of delivery,

Sustainability Report

COMPLIANCE WITH LAWS AND REGULATIONS

after-sales support, and pricing. Tenders are evaluated based on both quality and cost, in line with the Guidelines for Tender or Quotation Evaluation Method, with bids from at least three suppliers compared before finalising decisions. Suppliers are re-evaluated upon contract renewal, with raised issues investigated by the Quality Management and purchasing team.

At FEMVN, the supplier management process involves comparing three quotations, completing a supplier questionnaire, and verifying business license and bank account. Suppliers undergo vendor registration before purchase orders or contracts are issued. Supplier performance is reviewed before renewing one-year contracts and annually for longer-term contracts. Site visits to key suppliers are also conducted regularly.

Data Privacy And Digital Security

To safeguard sensitive and confidential customer information, we emphasise data security to build trust and loyalty with our patients. As our digital presence grows, we address increasing complexities with enhanced cybersecurity and data privacy protocols. Our comprehensive strategy includes:

Personal Data Privacy And Confidentiality

To uphold data privacy and security, our Group places great importance on the protection of sensitive information, particularly patients' personal and medical data, to prevent misuse or unauthorised access. We comply with the Personal Data Protection Act 2012, Healthcare Services Act, Singapore Medical Council Ethical Code, Infectious Diseases Act, and Computer Misuse Act. At TMPL, we conduct annual data breach exercise to enhance our incident response protocols.

In Vietnam, FEMVN upholds patient confidentiality through adherence to the "Patient Rights and Responsibilities" policy and "Patient Confidentiality" work instructions, ensuring compliance with Vietnam's Personal Data Protection Law.

Cybersecurity

To strengthen our digital assets and infrastructure, the Group has adopted a comprehensive cybersecurity strategy. This includes regular updates to IT security protocols, routine audits of our IT systems and infrastructure, and the integration of NetSfere's leading secure mobile messaging platform. By utilising NetSfere, we provide healthcare professionals with a secure, compliant communication tool, enhancing collaboration and operational efficiency. We also implement the following initiatives to ensure our team stays vigilant and informed on cybersecurity and data privacy:

- Conduct regular cybersecurity evaluations and email phishing simulations.
- Emphasise compliance in our operational KPIs, organise regular policy briefings and training for all staff members, and conduct quarterly assessments to pinpoint and address areas needing enhancement.
- Keep our team informed about potential cybersecurity risks through various methods, including classroom training, multimedia presentations, emails, and intranet updates.
- Set SOPs in place to manage and rectify potential data breaches.
- Continually upgrade IT infrastructure and cybersecurity systems.

PERFORMANCE RESULTS AND TARGETS

TMG is proud to announce full compliance with all local laws and regulations in FY2024.


For details on the performance metrics and targets, please refer to the Performance Metrics section of this report from pages 87 to 93.




PERFORMANCE METRICS

PATIENT SATISFACTION


TMPL

ESG FACTOR	METRICS	FY2024	FY2023	TARGET
 Patient Satisfaction	Customer satisfaction rate	93%	92%	> 85%
	Choice hospital again	94%	94%	> 85%
	Recommend TMPL to friends & relatives	93%	93%	> 85%

FVH


ESG FACTOR	METRICS	FY2024	FY2023	TARGET
 Patient Satisfaction	Customer satisfaction rate	100%	99.9%	> 85%
	Choice hospital again	99.9%	100%	> 85%
	Recommend FVH to friends & relatives	99.9%	100%	> 85%

ACC


ESG FACTOR	METRICS	FY2024	FY2023	TARGET
 Patient Satisfaction	Customer satisfaction rate	96%	96%	> 85%
	Recommend ACC to friends & relatives	95%	96%	> 85%

CUSTOMER HEALTH AND SAFETY

TMPL

ESG FACTOR	METRICS	FY2024	FY2023	TARGET
 Customer Health and Safety (GRI 416)	Compliance rate of monthly hand hygiene audits	95%	94%	> 90%
	Compliance rate of weekly food hygiene audits	88%	86%	> 85%
	Incidents of non-compliance with regulations and voluntary codes concerning the health and safety impacts of our products and services	0	0	0

FVH


ESG FACTOR	METRICS	FY2024	FY2023	TARGET
 Customer Health and Safety (GRI 416)	Compliance rate of monthly hand hygiene audits	93%	92%	> 85%
	Compliance rate of monthly food hygiene audits	98%	98%	> 80%
	Incidents of non-compliance with regulations and voluntary codes concerning the health and safety impacts of our products and services	0	0	0

Sustainability Report

PERFORMANCE METRICS

WORKPLACE HEALTH AND SAFETY

TMPL and FEMVN

ESG FACTOR	METRICS	FY2024	FY2023
 Occupational Health and Safety (GRI 403)	Number of high-consequence work-related injuries	0	0
	Number of recordable work-related injuries	24	18

EMPLOYMENT⁴

TMPL and FEMVN

Number of employees by category:

Category of employees	FY2024					
	TMPL		FVH		ACC	
	Female	Male	Female	Male	Female	Male
Permanent	543	89	898	354	96	31
Temporary	30	7	68	48	3	1
Non-guaranteed hours ⁵	-	-	7	7	2	1
Full-time	555	95	919	363	96	31
Part-time	17	2	47	39	3	1

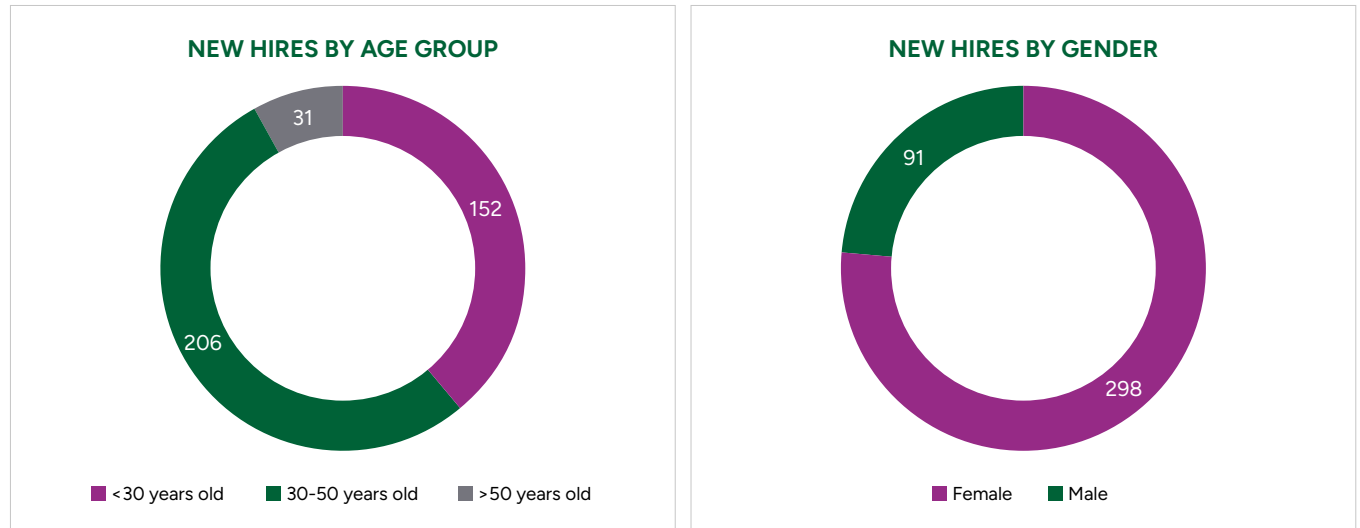
Category of employees	FY2023					
	TMPL		FVH		ACC	
	Female	Male	Female	Male	Female	Male
Permanent	454	67	965	371	103	49
Temporary	147	27	51	50	4	-
Non-guaranteed hours	-	-	6	13	3	2
Full-time	532	92	972	377	103	49
Part-time	69	2	44	44	4	-

⁴ Our FY2023 figures were restated to (1) include FEMVN employee numbers for ease of comparison and (2) to rectify a clerical error in the number of female and male staff in FY2023.

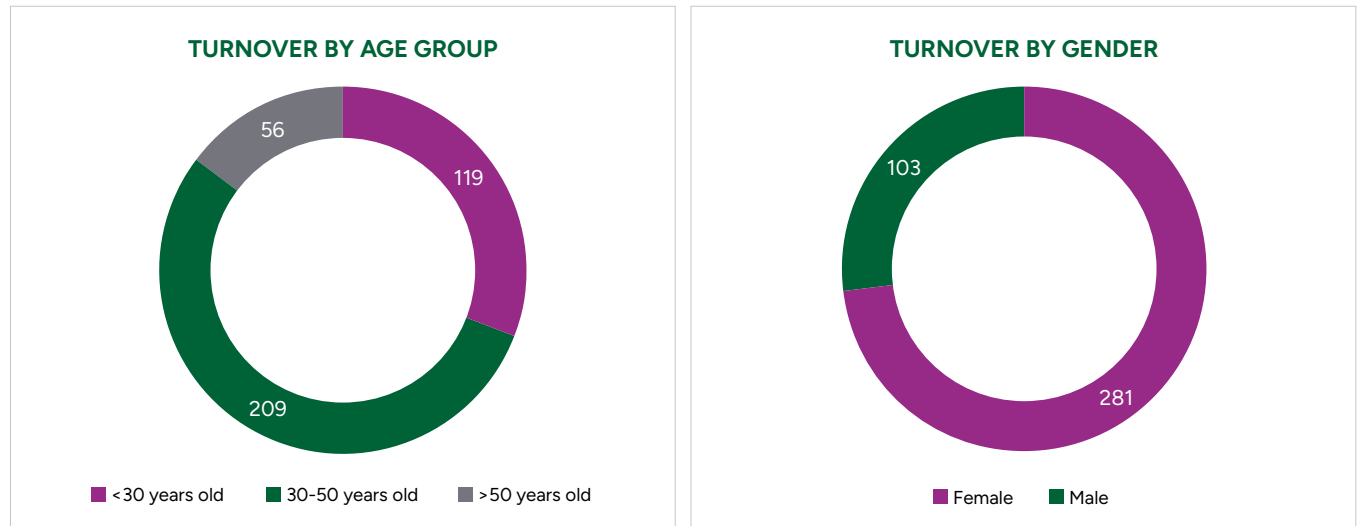
⁵ Full-time contracts are the most common type of employment contract and typically involve the 33-44-hour work/week (number of hours depending on the type of work defined by labour code). These contracts often provide employees with a comprehensive package of benefits and protections. Temporary contracts/ part time contracts are used for duties or tasks with a set tenure. These contracts often provide fewer benefits than full-time contracts. Non-guaranteed hour employees are defined as staff who sign contracts for service, do not have working hour on site and come per request.




Breakdown of newly joined employees in FY2024, by age group and by gender, is as follows:



Breakdown of employees who left the organisation in FY2024, by age group and by gender, is as follows:



ESG FACTOR	PERFORMANCE METRICS	FY2024	FY2023
 Employment (GRI 401)	New hire rate ⁶	16.8%	29.1%
	Employee turnover rate ⁷	16.6%	25.5%

⁶ Equals number of new hires for current reporting period divided by total headcount of last reporting period.

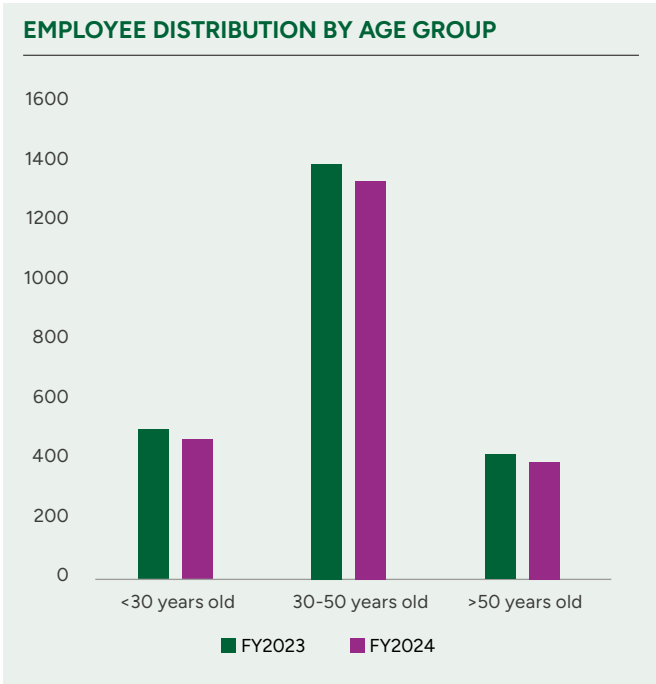
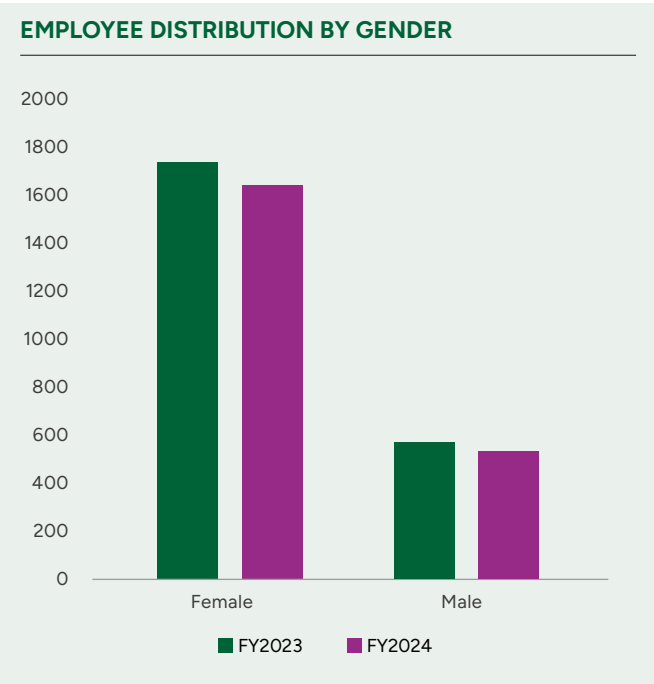
⁷ Equals number of resignees for current reporting period divided by total headcount of last reporting period.

Sustainability Report

PERFORMANCE METRICS


DIVERSITY AND EQUAL OPPORTUNITY

TMPL and FEMVN



TRAINING AND EDUCATION


TMPL

ESG FACTOR	PERFORMANCE METRICS	FY2024	FY2023	TARGET
 Training & Education (GRI 401)	Average training hours per year per employee for nursing employees	70.1	58	40 hours of training at minimum
	Average training hours per year per employee for non-nursing employees	11.9	5	8 hours of training at minimum

AVERAGE TRAINING HOURS BY EMPLOYEE CATEGORY AND GENDER					
Category	Executives	Middle Management	Senior Management	Female	Male
Nursing Staff	64.7	124.1	-	71.5	27.2
Non-Nursing Staff	8.3	21.2	25.2	10.8	15.8




FVH

ESG FACTOR	PERFORMANCE METRICS	FY2024	FY2023
 Training & Education (GRI 401)	Average training hours per year for non-clinical employees	13.5	11.3
	Average training hours per year for clinical staff (except doctors)	44.9	37.2
	Average training hours per year for doctors	59.6	38.8

AVERAGE TRAINING HOURS BY EMPLOYEE CATEGORY AND GENDER					
Category	Non-Management	Middle Management	Senior Management	Female	Male
Non-clinical employees	12.91	17.63	31.00	31.93	6.06
Clinical staff (except doctors)	44.63	50.70	51.00	162.86	15.50
Doctors	64.62	35.74	-	24.91	100.67

ACC

ESG FACTOR	PERFORMANCE METRICS	FY2024	FY2023
 Training & Education (GRI 401)	Average training hours per year for non-clinical employees	0.54	-
	Average training hours per year for clinical staff (except doctors)	24	20
	Average training hours per year for doctors	16	14.40

AVERAGE TRAINING HOURS BY EMPLOYEE CATEGORY AND GENDER					
Category	Non-Management	Middle Management	Senior Management	Female	Male
Non-clinical employees	0.67	-	-	-	2.33
Clinical staff	26.81	11.33	-	24.00	24.00
Doctors	16.00	-	-	-	16.00

Sustainability Report

PERFORMANCE METRICS

ECONOMIC PERFORMANCE⁸

Group

Direct Economic Value Generated and Distributed	FY2024 (S\$'000)	FY2023 (S\$'000)
a. Economic Value Generated:		
i. Revenue:	351,154	355,769
b. Economic Value Distributed:		
i. Operating costs	(158,464)	(140,100)
Inventories and consumables	(75,225)	(59,380)
Other operating expenses	(83,239)	(80,720)
ii. Employee wages and benefits	(121,760)	(117,974)
iii. Payments to providers of capital	(51,551)	(41,088)
Finance costs	(51,551)	(30,512)
Dividends to shareholders	-	(10,576)
iv. Payments to government by country	(8,258)	(13,498)
v. Community Investments	(67)	(11)
Economic Value Retained		
Economic value generated less Economic value distributed	11,054	43,098

SCOPE 1 – DIRECT EMISSIONS

	FY2024
Total emissions for TMPL and FEMVN (tCO ₂ e)	225,938

SCOPE 2 – INDIRECT EMISSIONS

	FY2024
Total emissions for TMPL and FEMVN (tCO ₂ e) ⁹	8,477




⁸ The figures are derived from Group data for alignment with the Annual Report.

⁹ Emissions calculated using Singapore's 2022 Grid Emission Factor (0.4168kgCO₂/kWh) <https://www.ema.gov.sg/resources/singapore-energy-statistics/chapter2> and Vietnam's 2021 CDM (0.7221kgCO₂/kWh) taken from the Institute for Global Environmental Strategies (2024) List of Grid Emission Factors, version 11.4 at: <https://pub.iges.or.jp/pub/iges-list-grid-emission-factors>






INTENSITY RATIOS¹⁰

TMPL



ESG FACTORS	METRICS	FY2024	FY2023	TARGET
 Energy (GRI 302)	Energy Consumption Index ¹¹ (kWh/patient-day ¹²)	93.96	84.65	90.35
 Water and Effluents (GRI 303)	Water Consumption Index (m ³ /patient-day)	0.80	0.77	0.84
 Waste (GRI 306)	Biohazardous Waste Index ¹³ (l/patient-day)	7.75	6.83	7.85
	General Waste Index (kg/patient-day)	7.24	6.02	7.54

FVH

ESG FACTORS	METRICS	FY2024	FY2023
 Energy (GRI 302)	Energy Consumption Index (kWh/patient-day)	283.95	248.35
 Water and Effluents (GRI 303)	Water Consumption Index (m ³ /patient-day)	2.43	2.07
 Waste (GRI 306)	Biohazardous Waste Index (l/patient-day)	5.95	5.11
	General Waste Index (kg/patient-day)	13.00	11.34

COMPLIANCE WITH LAWS AND REGULATIONS

TMPL and FEMVN

ESG FACTORS	FY2024 PERFORMANCE	FY2025 TARGETS
 Anti-Corruption (GRI 205)	No confirmed incidents of corruption or other unethical behaviour	To maintain our track record of zero reported incidents
 Customer Privacy (GRI 418)	No substantiated complaints received concerning leaks, thefts, or losses of customer data, nor any security breach	To have zero security and data protection breach

¹⁰ Absolute consumption amount for energy, water and waste are not disclosed as it inadvertently reveals the number of patient days which is deemed confidential information.

¹¹ While maintaining the required level of clinical care and patient safety, we aim to limit any future rise in these KPIs to not more than 5% from the baseline figures in FY2020.

¹² Patient days are defined as: The care of one patient during a day of service, excluding the day of discharge.

¹³ Biohazardous waste is collected daily in 240L waste bins. For the safety of staff handling biohazardous waste disposal and to prevent cross-contamination risks and safeguard public health, the waste generated are not re-sorted. The Index data is computed from the total number of 240L waste bins disposed.

Sustainability Report

GRI CONTENT INDEX

Statement of Use	Thomson Medical Group Limited has reported the information cited in this GRI content index, for the period 1 July 2023 to 30 June 2024, with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

GRI Standard	Disclosure		Page
GRI 2: General Disclosures 2021	The Organisation and its Reporting Practices		
	2-1	Organisational details	55
	2-2	Entities included in the organisation’s sustainability reporting	55
	2-3	Reporting period, frequency and contact point	55
	2-4	Restatements of information	55, 88
	2-5	External assurance	55
	Activities and Workers		
	2-6	Activities, value chain and other business relationships	55 - 58
	2-7	Employees	77 - 81
	Governance		
	2-9	Governance structure and composition	Corporate Governance Report, Pages 98 - 127
	2-10	Nomination and selection of the highest governance body	
	2-11	Chair of the highest governance body	
	2-12	Role of the highest governance body in overseeing the management of impacts	
	2-13	Delegation of responsibility for managing impacts	
	2-14	Role of the highest governance body in sustainability reporting	
	2-15	Conflicts of interest	
	2-16	Communication of critical concerns	
	2-17	Collective knowledge of the highest governance body	
	2-18	Evaluation of the performance of the highest governance body	
	Strategy, Policies and Practices		
	2-22	Statement on sustainable development strategy	56, 58
	2-23	Policy commitments	60 - 61
	2-24	Embedding policy commitments	60 - 61
	2-25	Processes to remediate negative impacts	85
	2-26	Mechanisms for seeking advice and raising concerns	85
	2-27	Compliance with laws and regulations	85



GRI Standard	Disclosure		Page
GRI 2: General Disclosures 2021	Stakeholder Engagement		
	2-28	<p>Membership of associations</p> <p>TMPL is a member of:</p> <ul style="list-style-type: none"> • Sale of Infant Foods Ethics Committee Singapore • Reproductive Technology Accreditation Committee • Singapore National Employer Federation <p>FVH is a member of:</p> <ul style="list-style-type: none"> • Human Resources & Training Sector Committee • Vietnam Private Healthcare Association • Eurocham (European chamber of commerce) <p>ACC is a member of:</p> <ul style="list-style-type: none"> • VN HR Association 	
	2-29	Approach to stakeholder engagement	59
GRI 3: Material Topics 2021	Materiality Assessment		
	3-1	Process to determine material topics	62
	3-2	List of material topics	62
	3-3	Management of material topics	62
GRI 201: Economic performance 2016	Economic Performance		
	201-1	Direct economic value generated and distributed	81, 92
GRI 205: Anti-corruption 2016	Anti-Corruption and Anti-Competitive Behaviour		
	205-3	Confirmed incidents of corruption and actions taken	85 - 86, 93
GRI 302: Energy 2016	Energy Consumption		
	302-1	Energy consumption within the organisation	82 - 84, 92 - 93
	302-3	Energy intensity	82 - 84, 92 - 93
GRI 303: Water and Effluents 2018	Water and Effluents		
	303-1	Interactions with water as a shared resource	83
	303-5	Water consumption	93

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GRI CONTENT INDEX

GRI Standard	Disclosure		Page
GRI 306: Waste 2020	Waste		
	306-1	Waste generation and significant waste-related impacts	83, 93
	306-2	Management of significant waste-related impacts	83, 93
GRI 401: Employment 2016	Employment		
	401-1	New employee hires and employee turnover	77 - 81, 89
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	77 - 81
GRI 403: Occupational Health and Safety 2018	Occupational Health and Safety		
	403-1	Occupational health and safety management system	74 - 76, 88
	403-2	Hazard identification, risk assessment, and incident investigation	74 - 76
	403-5	Worker training on occupational health and safety	74 - 76
	403-6	Promotion of worker health	74 - 76
	403-9	Work-related injuries	74 - 76, 88
GRI 404: Training and Education 2016	Employee Training and Education		
	404-1	Average hours of training per year per employee	77 - 81, 90 - 91
	404-2	Programs for upgrading employee skills and transition assistance programs	77 - 81, 90 - 91
GRI 405: Diversity and Equal Opportunity 2016	Diversity and Equal Opportunity		
	405-1	Diversity of governance bodies and employees	77 - 81, 88 - 91
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	69 - 71, 87
GRI 418: Data Privacy	Data Privacy		
	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	85 - 86, 93



TCFD CONTENT INDEX

Disclosure Focus Area	Recommended Disclosure	Page/ Remarks
Governance		
Disclose the organisation's governance around climate-related risks and opportunities.	a. Describe the board's oversight of climate-related risks and opportunities.	58
	b. Describe management's role in assessing and managing climate-related risks and opportunities.	58
Strategy		
Disclose the actual and potential impacts of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning where such information is material.	a. Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long term.	To be incorporated in FY2025
	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.	To be incorporated in FY2026
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.	To be incorporated in FY2025
	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 by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process.	To be incorporated in FY2025
	b. Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks.	82 - 84, 92 - 93
	c. Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets.	To be incorporated in FY2025