

BETTER HEALTH, ASSURED CARE

**ASSURANCE
HEALTHCARE
LIMITED**

SUSTAINABILITY REPORT

2024

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This document has been reviewed by the Company's sponsor, Evolve Capital Advisory Private Limited.

It has not been examined or approved by the Exchange and the Exchange assumes no responsibility for the contents of this document, including the correctness of any of the statements or opinions made or reports contained in this document.

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ABOUT THE REPORT

1.1 BOARD STATEMENT

The Board of Directors (the “**Board**”) of **Assurance Healthcare Limited** is pleased to present our Annual Sustainability Report for the Financial Year 2024 (“**FY2024**”), reflecting our strengthened commitment to integrating sustainability into our business operations.

A Transformative Year for Sustainability and Growth

FY2024 marks a pivotal year in our ongoing sustainability journey as we continue to expand and solidify our presence in the healthcare industry. Building on the progress made in 2023, we have further integrated sustainability into our business strategy, recognising that success lies not only in financial achievements but also in the positive impact we create across environmental, social, and governance (“**ESG**”) dimensions.

Our ESG Commitments

- **Environmental Stewardship:** We have intensified our efforts to minimise our environmental footprint. Key initiatives include optimising energy and water consumption, implementing waste reduction programs, and promoting responsible sourcing throughout our supply chain.
- **Social Responsibility:** As a healthcare provider, social responsibility is at the core of our operations. We have strengthened our commitment to community engagement, data privacy, and inclusivity. Through partnerships and outreach programs, we strive to enhance access to high-quality and affordable healthcare services.
- **Employee Well-being:** Our employees are the cornerstone of our success. In 2024, we have expanded our training opportunities to foster professional growth and support overall well-being. We also ensure fairness and diversity in the workplace. An inclusive and empowering work environment is key to driving innovation and excellence.
- **Governance Excellence:** Transparency, accountability, and ethical conduct form the foundation of our governance practices. In FY2024, we have introduced additional measures to enhance stakeholder engagement and ensure integrity in all aspects of our operations.

The Group’s ESG commitment is deeply embedded in the Board’s formulation of business strategies, ensuring sustainable development, long-term prosperity, and stability. Additionally, the Board is involved in identifying and evaluating the key material ESG factors as well as overseeing the management in managing the risks and opportunities associated with the material ESG factors. Our management team is tasked to establish sustainability policies, processes, practices, and targets, ensuring the implementation of our sustainability strategies and tracking progress.

Key Highlights for FY2024

1. **Innovative Healthcare Solutions:** We continue to leverage technology to deliver cutting-edge healthcare services that improve patient outcomes while addressing key challenges in the industry.
2. **Sustainability Targets:** By committing to measurable goals for reducing resource consumption and carbon emissions, we reaffirm our dedication to combating climate change.
3. **Stakeholder Engagement:** Active collaboration with stakeholders remains a priority, as we seek feedback and co-create solutions to meet shared sustainability objectives.

Looking Ahead

Sustainability is a continuous journey, and we are committed to evolving and adapting to meet emerging challenges and opportunities. In FY2024, we aim to deepen our engagement with stakeholders, broaden our impact, and create a business model that is resilient, innovative, and sustainable.

We welcome feedback and suggestions from our stakeholders at enquiry@assurance-healthcare.com to guide us in our pursuit of sustainability excellence.

We extend our heartfelt thanks to our shareholders, employees, customers, and all other stakeholders for your unwavering trust and support. Together, we are forging a future where economic prosperity is achieved in harmony with environmental preservation and social progress.

Thank you for being an integral part of our journey.

ABOUT THE REPORT

1.2 REPORTING BOUNDARY AND SCOPE

This Report covers the period from 1 January 2024 to 31 December 2024 ("FY2024"). It offers a detailed overview of the Group's sustainability efforts and accomplishments, focusing on key operations primarily in Singapore. In addition to highlighting the initiatives and performance of the parent company (i.e. Assurance Healthcare Limited), The Report also features the activities of our subsidiary company (i.e. Singapore Assurance Healthcare Private Limited).

To ensure transparency and accuracy, the Group has taken an operational control approach to consolidate information. By defining clear boundaries and scopes, we aim to provide a comprehensive and precise account of our sustainability endeavours, as well as the challenges we have faced and the achievements we have made.

1.3 APPROACH AND METHODOLOGY

This Sustainability Report is prepared with reference to the GRI Standards 2021, following its core principles of accuracy, balance, clarity, comparability, completeness, sustainability context, timeliness, and verifiability. It also demonstrates our commitment to the United Nations Sustainable Development Goals ("UNSDGs"). Our adherence extends to the guidelines set forth by the Singapore Exchange Securities Trading Limited ("SGX-ST"), as outlined in the Catalyst Rules and Sustainability Reporting Guide of Practice Note 7F. Through this Report, we aim to offer a transparent overview of how our organisation tackles sustainability challenges across its operations.

We have chosen the Global Reporting Initiative ("GRI") framework as it is widely recognised as a comprehensive and globally accepted framework for reporting on ESG performance. By using the GRI framework, we can ensure that its sustainability reporting aligns with international standards, enhances transparency, and facilitates comparability with other organisations' sustainability performance. In its application of the GRI framework, the Group follows the guidelines provided by GRI to collect, analyse, and disclose relevant sustainability information, covering a wide range of topics such as environmental impact, labour practices, human rights, etc. This comprehensive approach allows the Group to provide stakeholders with a thorough understanding of its sustainability performance and progress over time. Additionally, The Report also incorporates the Task Force on Climate-related Financial Disclosures ("TCFD") Framework for detailing our climate change strategies and impacts.

To identify and prioritise key ESG issues, we actively engage with stakeholders through consultations, surveys, and feedback mechanisms. This collaborative approach enables us to align our sustainability initiatives with their expectations and concerns.

1.4 ASSURANCE

Internal data monitoring and verification has been utilised to ensure the accuracy of this Report. This Report has been internally reviewed by the Board and no external assurance was sought for this reporting year. The information presented in this Report has been carefully verified, and explained for changes from one year to the next, allowing for meaningful comparison. The purpose of the Report is to give readers a high-level understanding of the sustainability practices and policies of the Group. We may consider external independent assurance for future sustainability reports.

CORPORATE PROFILE

2.1 VALUE CHAIN

On 7 August 2024, the Company had announced the change of its name, REVEZ Corporation Ltd to Assurance Healthcare Limited ("AHL") and the Subsidiary, Magenta Wellness Pte Ltd to Singapore Assurance Healthcare Private Limited ("SAH") subsequently. AHL is currently in the healthcare business which consist of providing services and/or managed healthcare solutions, which involve the coordination and administration of healthcare services to manage and optimise the delivery of healthcare ensuring quality, efficiency and cost-effectiveness.

Headquartered in Singapore, our business operations cater to a regional clientele, offering a wide array of services through our subsidiary SAH. We have established an extensive network of medical services and wellness providers to deliver healthcare and wellness services to corporations and employees of corporations.

With a network comprising approximately 700 panel clinics, our supply chain is intricately woven, connecting these clinics with AHL and ultimately reaching our diverse customer base. These customers primarily consist of corporations and insurance partners, with end-users being their employees and policyholders. Our activities encompass ensuring seamless access to quality healthcare services while prioritising the well-being and satisfaction of all stakeholders involved in our value chain.

Through our commitment to excellence and efficiency across every stage of our operations, we strive to create value not only for our organisation but also for the communities and individuals we serve.

2.2 OUR VISION, MISSION, VALUE AND CULTURE

Our Vision

To empower individuals with targeted, accessible, and innovative healthcare solutions, enhancing their well-being and quality of life.

Our Mission

To lead the transformation of healthcare management through technology-driven application and setting new standards for excellence and accessibility in managed healthcare solutions.

Our Value

To deliver tailored solutions for superior healthcare outcomes:

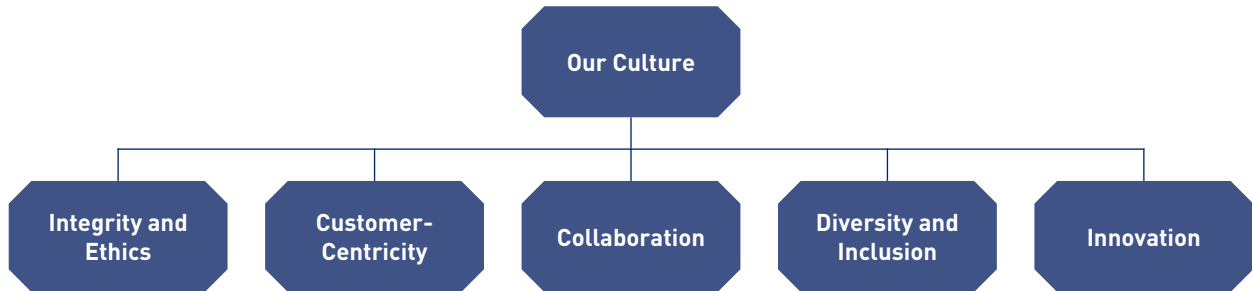
- **Seamless Collaboration:** Flexible solutions designed to complement existing the Third Party Administrator services or operate independently to meet your unique needs.
- **Cutting-Edge Technology:** Faster access to claim data through online platforms, accelerated claim processing and reimbursement systems with AI-powered claims processing, and omni-channel support simplify operations and improve transparency.
- **Proactive Care Management:** Focus on faster recoveries, proper rehabilitation, and preventive health programs to reduce long-term costs and enhance outcomes.
- **Data-Driven Insights:** Harness advanced analytics to monitor healthcare trends, optimise employee well-being programs, and gain actionable insights for smarter healthcare decisions.
- **Cost-Effective Strategies:** Optimise healthcare costs with innovative ABS control, wellness programs, and referrals to government hospitals.
- **Enhanced Customer Experience:** Industry-leading fastest turnaround times for non-panel claim reimbursements, personalised triage services, and tailored care pathways.



CORPORATE PROFILE

Our Culture

Our organisational culture at AHL is deeply rooted in the following values, which serve as guiding principles for our success:



- **Integrity and Ethics:** We uphold the highest standards of integrity, ethics, and professionalism in all aspects of our work, ensuring transparency, accountability, and trustworthiness in our interactions with clients, employees, and stakeholders.
- **Customer-Centricity:** We prioritise the needs and experiences of our customers, striving to exceed their expectations and deliver care and support at every touchpoint.
- **Collaboration:** We believe in the power of collaboration and teamwork, working closely with healthcare professionals, and partners to drive impactful outcomes.
- **Diversity and Inclusion:** We celebrate diversity and promote a culture of inclusion where all individuals are valued, respected, and empowered to contribute their unique perspectives and talents to our shared mission.
- **Innovation:** We foster a culture of continuous innovation, encouraging employees to explore novel solutions and challenge conventional thinking in healthcare business.



OUR ESG APPROACH

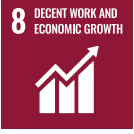
3.1 ALIGNMENT WITH INTERNATIONAL INITIATIVES

3.1.1 Sustainable Development Goals (SDGs)

The General Assembly, which was established in 1945 under the United Nations Charter ("UN"), plays a pivotal role as the principal deliberative, policymaking, and representative body of the United Nations. It brings together all 193 United Nations members to provide a single forum for multilateral discussion of the entire spectrum of global issues covered by the Charter. In addition, it plays a crucial role in the processes of standard-setting and codification of international law.

On 25 September 2015, the United Nations General Assembly adopted the 17 SDGs as part of a new sustainable development agenda aimed at eradicating poverty, protecting the environment, and ensuring prosperity for all. Each objective has 15-year-long objectives that must be achieved. The SDGs urge governments, corporations, and civil society organisations to work together to end poverty and give everyone on Earth a life of dignity and opportunity.

At AHL, the SDGs will serve as a guiding framework for our environmental initiatives. By aligning our strategies with these goals, we aim to enhance our reputation, attract socially conscious consumers, and foster trust among stakeholders. This commitment can also help mitigate risks associated with environmental and social issues, ensuring long-term business resilience. Ultimately, supporting the SDGs contributes to a more sustainable and equitable world, which is beneficial for both society and the Group's business. As we advance our sustainability efforts, we will continue to assess our alignment with the SDGs and, where necessary, realign our internal objectives and sustainability strategies to more effectively address these global targets.

SDGs	Relevant Targets to Our Businesses	Our Participation
 3 GOOD HEALTH AND WELL-BEING	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.	We provide comprehensive employee healthcare, safe and healthy working conditions and ensure ethical sourcing of healthcare services and products.
 6 CLEAN WATER AND SANITATION	6.1: By 2030, achieve universal and equitable access to safe and affordable drinking water for all.	We are committed to reduce our water consumption as well as monitor and report our water usage to encourage responsible water consumption and protection of water sources.
 8 DECENT WORK AND ECONOMIC GROWTH	8.8: Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular, women migrants, and those in precarious employment.	We are committed to enhancing employee attraction and retention as well as maintaining the records of zero workplace incident.
 10 REDUCED INEQUALITIES	10.2: By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status.	We aim to foster a work environment for employees that promotes fairness, equality and respect for social and cultural diversity, regardless of their gender, age, race, religion, ethnicity or nationality. Therefore, we ensure equal opportunities in recruitment, fair compensation, career progression and access to training for all employees.
 13 CLIMATE ACTION	13.3: Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning.	We have internally established procedures aimed at managing our electrical and water consumption efficiently. Our approach to mitigating climate change includes conducting climate scenario analysis to identify the potential climate related-risks and opportunities, and the implement the mitigation measures or strategy.

OUR ESG APPROACH

SDGs	Relevant Targets to Our Businesses	Our Participation
	16.5: Substantially reduce corruption and bribery in all their forms. 16.7: Ensure responsive, inclusive, participatory and representative decision-making at all levels. 16.A: Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements.	We have an established anti-corruption policy and fostered a culture of compliance, integrity and accountability. Additionally, we are committed to enhancing our cybersecurity measures, complying with data protection regulations, conducting regular audits, and implementing robust data privacy policy.

3.1.2 United Nations Global Compact

The United Nations Global Compact (“**UNGC**”) is a United Nations initiative that promotes the adoption of sustainable and socially responsible practices by businesses across the globe, encouraging them to report on their progress. The UNGC provides a principle-based framework through its ten principles, which focus on human rights, labour standards, environmental protection, and anti-corruption efforts. Below, we outline how our report aligns with these ten principles of the UNGC.

UNGC Principle		Report Section
Human Rights		
Principle 1	Businesses should support and respect the protection of internationally proclaimed human rights.	Customer Feedback and Satisfaction
Principle 2	Make sure that they are not complicit in human rights abuses.	Customer Feedback and Satisfaction
Labour		
Principle 3	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	Data Privacy and Cyber Security
Principle 4	Elimination of all forms of forced and compulsory labour.	Human Rights and Non-Discrimination
Principle 5	Effective abolition of child labour.	Human Rights and Non-Discrimination
Principle 6	Elimination of discrimination in respect of employment and occupation.	Employee Care
Environment		
Principle 7	Businesses should support a precautionary approach to environmental challenges.	Environmental Sustainability
Principle 8	Undertake initiatives to promote greater environmental responsibility.	Environmental Sustainability
Principle 9	Encourage the development and diffusion of environmentally friendly technologies.	Environmental Sustainability
Anti-Corruption		
Principle 10	Businesses should work against corruption in all its forms, including extortion and bribery.	Corporate Governance

OUR ESG APPROACH

3.2 STAKEHOLDER ENGAGEMENT

AHL actively engages with a diverse range of stakeholders, including employees, customers, business partners, industry associations, and regulatory bodies.

In order to ensure that our efforts are directed towards addressing the most significant issues affecting the economy, society, and the environment, and aligning with the priorities of our stakeholders, we have conducted a thorough review of our material topics in FY2024. These topics were assessed based on industry-standard criteria, benchmarking against similar companies, external stakeholders feedback, and management insights.

At AHL, we recognise the vital importance of engaging with stakeholders to propel our sustainability efforts forward. Our aim is to foster a deeper understanding of stakeholders' needs, expectations, and concerns through transparent and accessible communication channels. This approach has been pivotal in nurturing trust and cultivating positive relationships with our stakeholders. We are unwavering in our dedication to sustained engagement and collaboration.

Our organisation is committed to actively involve stakeholders in our day-to-day operations. We firmly believe that such efforts are indispensable in ensuring that their needs and perspectives shape our sustainability strategies. Continuously seeking new avenues for meaningful engagement and collaboration remains a cornerstone of our approach.

These interactions are instrumental for our organisation, providing invaluable insights into stakeholders' viewpoints, identifying potential risks and opportunities, and facilitating informed decision-making and accountability processes.

The following table highlights our key stakeholders, their key concerns, mode and frequency of engagement:

Stakeholder	Topics of Concern	Communication Channels	Frequency of Communication
Shareholders and Investors	- Long-term profitability and financial performance - Sustainability matters - Compliance with all relevant requirements	- SGX Announcements - Shareholder's meeting - Annual reports - Company's website - Regular updates and communication	- As and When - At Least Once a Year
Authorities and Regulatory Bodies	- Compliance with applicable regulations and requirements - Contribution to infocomm sector	- Regular updates and communication - Reports and compliance - SGX Announcements	As and When
Business partners and Suppliers	- Continued development of innovative solutions - Adoption of environmentally friendly business practices	- Feedback via online or face to face engagement - Site visits - Joint project collaborations - Surveys	As and When
Customers	- Ability to meet quality standards - Ability to meet delivery timelines - Adoption of environmentally friendly business practices	- Feedback via online or face to face engagement - Company website - Regular updates and communication - Surveys	As and When
Employees	- Provision of training and education - Management of occupational health and safety - Promotion of work life balance	- Internal updates and communication - Events and functions - Surveys	- As and When - Employee Handbook - Notices

OUR ESG APPROACH

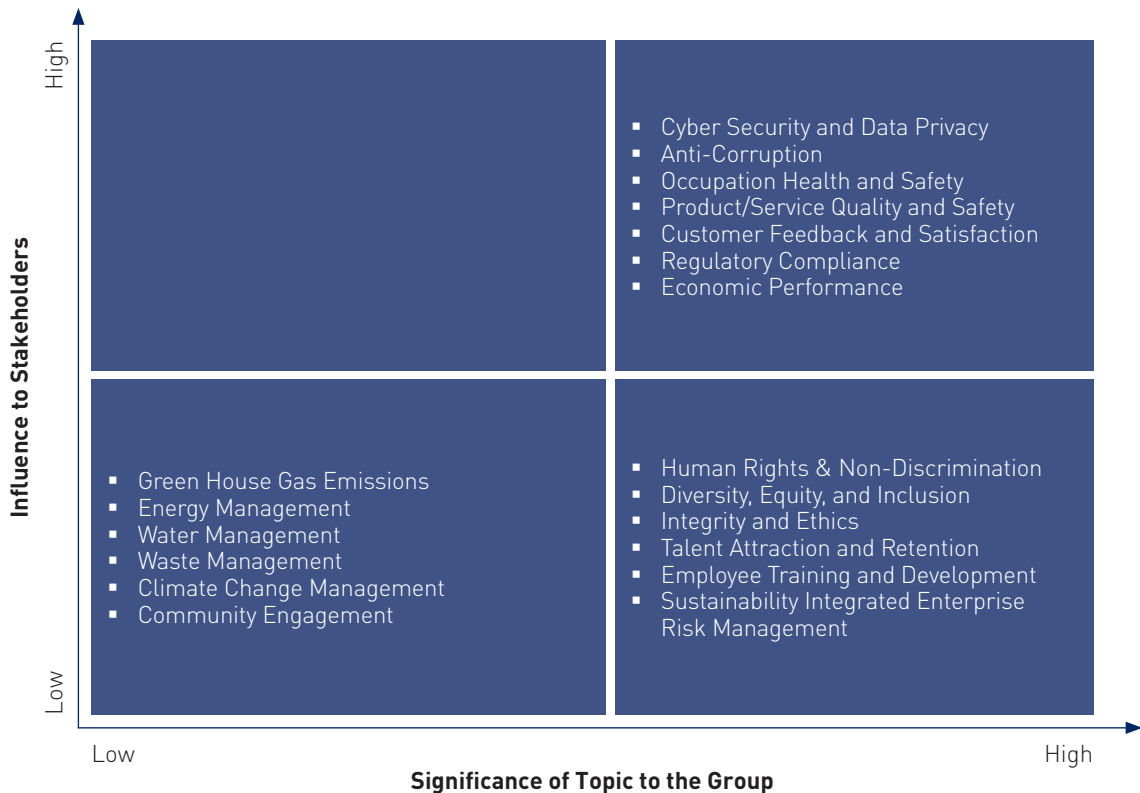
3.3 MATERIALITY ASSESSMENT

In line with our dedication to sustainability reporting, we have undertaken a materiality assessment in FY2024 to pinpoint the key sustainability concerns impacting both our operations and stakeholders. This assessment was comprehensive, drawing upon internal and external stakeholder feedback, internal data analysis, and comparisons with industry benchmarks and leading practices. Particularly, the external stakeholder engagement was carried out through online surveys, allowing AHL to gather valuable insights from both customers and vendors. This approach enabled us to assess their expectations, concerns, and feedback on our services and sustainability initiatives.

Utilising a materiality matrix, we evaluated and ranked these sustainability issues based on their potential impact on our business and stakeholders, as well as their importance to our stakeholders. The result of this process is a list of material factors disclosed in this Report.

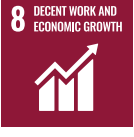
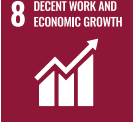


In accordance with the guidance provided by the 2021 GRI Standards, we have identified the following aspects of material significance to the Group:



OUR ESG APPROACH

We meticulously evaluated and prioritised these sustainability issues based on their potential effects on our business and stakeholders, as well as their significance to our stakeholders. Outlined below is a table delineating the Material Topics pertinent to the FY2024, along with their alignment with the UNSDGs.

Material Topic	Impact	SDG Linkages
Environment		
GHG Emissions Management	Failure to manage emissions effectively can lead to air pollution, climate change, regulatory non-compliance, financial penalties, and reputational damage. High GHG emissions also contribute to climate change, making the Group a target for criticism from stakeholders and environmentally conscious clients.	
Energy Management	Inefficient energy use increases operational costs and carbon emissions, negatively affecting profitability and environmental sustainability. A lack of energy management strategies could result in resource wastage and vulnerabilities to fluctuating energy prices or supply disruptions.	
Water Management	Inadequate water management can lead to water pollution, resource scarcity, increased operational costs, and environmental degradation. Poor wastewater treatment or high-water usage could harm local ecosystems and damage relationships with communities and regulators.	
Social		
Employee Diversity	Failure to embrace diversity can limit access to talent, stifle innovation, and foster a non-inclusive workplace culture. This could result in discrimination, reputational damage and difficulties in retaining and engaging employees.	
Employee Attraction and Retention	Failure to provide stable and meaningful employment could lead to high turnover rates, reduced employee morale, and difficulty attracting talent. This may lower productivity and hinder innovation within the Group.	
Training and Development	A lack of employee training can result in skill gaps, lower productivity, development opportunities and reduced innovation. Employees may struggle to adapt to new technologies or sustainability practices, leading to inefficiencies and reduced competitiveness.	
Employee Health and Safety	Neglecting employee health and safety can lead to higher rates of accidents, illnesses, and occupational diseases reduce workforce productivity and morale. Employees may also feel unsafe and undervalued, leading to dissatisfaction, absenteeism, and higher attrition rates.	
Customer Feedback and Satisfaction	Subpar product and services quality standards could result in defective products, regulatory non-compliance, recalls, and customer dissatisfaction. These issues can harm AHL's reputation, reduce market share, and lead to significant financial losses.	

OUR ESG APPROACH

Material Topic	Impact	SDG Linkages
Governance		
Anti-Corruption	Corruption within the Group could result in legal repercussions, financial losses, bribery, unethical business practices, and eroded stakeholder trust. It may also damage AHL's reputation, jeopardising partnerships and long-term business success.	
Cyber Security and Data Privacy	Compromised personal, financial, or medical data can lead to identity theft, fraud, and exposure of confidential business information. Clients and partners may lose confidence in the AHL's ability to safeguard sensitive information, leading to loss of business.	



OUR SUSTAINABILITY AMBITION AND STRATEGIC TARGETS

At AHL, sustainability is integral to our business strategy as we strive to create long-term value for our stakeholders while contributing to a healthier, more sustainable future. Our sustainability ambition is guided by our commitment to economic sustainability, environmental stewardship, social responsibility, and strong governance practices. We aim to integrate sustainable principles into our operations, ensuring that our business growth aligns with ethical and responsible corporate practices.

To achieve this, we have established clear strategic targets that drive our sustainability efforts across key areas, including climate action, employee well-being, customer satisfaction, corporate governance and data security. These targets are designed to enhance operational resilience, reduce our environmental footprint, and foster a diverse and inclusive workplace. By continuously monitoring our progress and refining our approach, AHL remains dedicated to upholding the highest standards of sustainability while delivering high-quality, accessible, and responsible healthcare solutions.

The time horizons for our targets have been established as follows:

- **Short-term:** Within the next 1 to 2 years (Align with AHL focus on short-term transformation)
- **Medium-term:** Current year till 2030 (Aiming to formalise group structure and operation and also meeting Singapore Green Plan 2030)
- **Long-term:** More than 5 years (Striving to stabilise and work towards growth)

Please refer to the table below for our targets across various categories:

S/N	Particular	Targets
1	Energy and Emissions	▪ Short-term: Reduce intensity by 5.0% ▪ Medium-term: Reduce intensity by 5.0% ▪ Long-term: Reduce intensity by 5.0% to 10.0%
2	Water Management	▪ Short-term: Reduce intensity by 5.0% ▪ Medium-term: Reduce intensity by 5.0% ▪ Long-term: Reduce intensity by 5.0% to 10.0%
3	Employee Hiring and Turnover Rate	▪ For FY2025, we target to maintain our hiring and turnover rate below 10.0%.
4	Board Diversity	▪ For FY2025, the target set is to achieve diversity in respect of Directors' skill matrix, for the inclusion of director(s) with experience in the healthcare and insurance industry.
5	Recordable Injuries	▪ To maintain a record of zero recordable injuries.
6	Customer Satisfaction	▪ Short-term: Increase the number of medical service providers by 10.0% by FY2025. ▪ Medium-term: Expand our network of service providers by consistently increasing the number of medical service providers and onboard government hospitals, Traditional Chinese Medicine ("TCM") practitioners, dentists, chiropractors and rehabilitation centre. ▪ Long-term: Maintain a high standard of customer service and promptly address any complaints received.
7	Compliance with Laws and Regulations	▪ Continue to fully comply with regulations in FY2025 and beyond, maintaining our dedication to preserving the trust of our stakeholders. ▪ Maintain high standards of conduct and ethical behaviour in all our business activities and supporting a culture of compliance and good corporate governance with zero reported incidents of corruption.
8	Data Privacy and Cyber Security	▪ Short-term: Abide by the PDPA with an internal policy in place to safeguard data privacy. ▪ Medium-term: To obtain the Data Protection Trustmark ("DPTM") certification. ▪ Long-term: To attain the Outsource Service Provider Audit Report ("OSPAR"), issued by the Association of Banks in Singapore ("ABS").

ECONOMIC SUSTAINABILITY

5.1 ECONOMIC PERFORMANCE

At AHL, economic sustainability is fundamental to our long-term growth and success. We are committed to building a resilient business model that balances financial performance with responsible corporate practices, ensuring sustainable value creation for our stakeholders. Through strategic investments in innovation, operational efficiency, and responsible resource management, we aim to drive business growth while maintaining affordability and accessibility in healthcare services.

By fostering strong partnerships, diversifying revenue streams, and adapting to evolving market trends, AHL strives to enhance economic resilience while delivering high-quality, cost-effective healthcare solutions. Our approach to economic sustainability also includes ethical financial management, transparent governance, and continuous efforts to improve efficiency and productivity. Through these initiatives, we contribute to industry advancement, workforce stability, and broader socio-economic development, reinforcing our commitment to a sustainable and inclusive healthcare ecosystem.

Performance Indicator	Unit	FY2024 (Audited)	FY2023 (Audited)
Revenue	S\$'000	588	304
Loss after income tax for the financial year	S\$'000	(1,345)	(1,827)

The Group generated revenue of S\$588,000 for FY2024, representing an increase of 93.4% compared to S\$304,000 in FY2023. The growth was primarily driven by the full-year consolidation of results from our subsidiary, SAH in FY2024 compared to only six months of results recorded in FY2023.

Despite the increase in revenue, the Group recognised a Loss after income tax of S\$1,345,000 in FY2024. This is primarily due to the increase in salaries and employee's benefits, depreciation and amortisation expenses, allowance for expected credit losses and finance costs. However, there is an improvement in the Group reported net loss in FY2024 as compared to a Loss after income tax S\$1,827,000 in FY2023.

For more information on the Group's financial and business information, please refer to the FY2024 Annual Report.

5.2 GREEN DEPOSITS

AHL's investment in Green Term Deposits reflects our commitment to sustainability and responsible financial stewardship. These deposits offer multiple benefits that align with AHL's ESG objectives:

- **Supporting Sustainable Development:** Funds placed in Green Term Deposits are earmarked for financing projects aligned with the UNSDGs, including green buildings, renewable energy, and environmental conservation initiatives. By directing capital towards sustainable financing, AHL actively contributes to the global transition to a low-carbon economy.

- **Enhancing ESG Performance and Corporate Reputation:** Investing in sustainable financial products strengthens AHL's ESG credentials and demonstrates our leadership in responsible investment. Additionally aligning with green finance initiatives enhances stakeholder trust, reinforcing AHL's commitment to environmental and social responsibility.
- **Financial Returns with Positive Environmental Impact:** Green Term Deposits offer competitive financial returns while ensuring that funds are allocated to sustainability-linked projects. Through annual allocation and impact reporting, AHL gains transparency on how its investments support sustainability objectives.
- **Aligning with Regulatory and Industry Best Practices:** Green Term Deposits comply with globally recognised sustainable finance frameworks, such as the Loan Market Association's Green Loan Principles. Supporting sustainability-linked financial products enables AHL to stay ahead of evolving regulatory expectations and industry trends.

By integrating Green Term Deposits into its financial strategy, AHL not only optimises capital management but also reinforces its commitment to driving meaningful environmental impact through responsible investment practices.

ENVIRONMENTAL SUSTAINABILITY

6.1 OUR APPROACH, PERFORMANCE AND TARGETS

At AHL, we recognise the critical role that environmental sustainability plays in fostering a healthier future for our communities and the planet. As a responsible healthcare solution provider, we are committed to integrating sustainable practices into our operations, ensuring that our business growth aligns with environmental stewardship.

Our approach to sustainability is guided by our dedication to reducing our environmental footprint, optimising resource efficiency, and promoting eco-friendly healthcare solutions. We continuously explore innovative ways to minimise water consumption, improve energy efficiency, and support sustainable supply chains. Additionally, we work closely with our network of medical and wellness providers to encourage sustainable practices across the healthcare ecosystem.

By prioritising sustainability, we aim to contribute to a more resilient and environmentally responsible healthcare sector while delivering high-quality, efficient, and cost-effective services. Through ongoing initiatives and strategic partnerships, AHL remains committed to upholding the highest standards of environmental responsibility in our journey toward a sustainable future.

Environmental Targets	Unit	FY2023 (Base Year)	FY2024 (Current Year)	FY2030 (Target Year)
Total GHG Emission	tCO ₂ e/SGD 1,000	0.0011	0.0031	0.0010
Total Energy Consumption	MJ/SGD 1,000	9.54	27.43	9.06
Total Water Consumption	Cubic Metre [m ³]/SGD 1,000	- ¹	0.026	0.025

6.2 GREEN HOUSE GAS EMISSION MANAGEMENT

In the healthcare industry, managing greenhouse gas ("GHG") emissions is a vital component of advancing sustainability and reducing environmental impact. Given the substantial energy demands of data centres, digital infrastructure, and medical equipment, effective emissions management is essential to minimising carbon footprints while ensuring operational efficiency.

At AHL, we recognise the importance of responsible energy consumption and are committed to implementing strategies that reduce emissions across our operations. This includes deploying energy-efficient technologies and optimising data centre performance. By adopting these measures, we not only enhance energy efficiency but also contribute to a more sustainable healthcare ecosystem.

Our approach to emissions management goes beyond regulatory compliance, we actively seek to set higher sustainability standards through innovation and continuous improvement. By prioritising responsible energy use and environmental stewardship, AHL aims to create long-term value for our stakeholders while supporting global efforts to combat climate change and promote a healthier planet.

Our carbon footprint is assessed based on GHG emissions, measured in tonnes of carbon dioxide equivalent ("tCO₂e"). AHL's operations produce only indirect (Scope 2) GHG emissions from electricity consumption, with no direct (Scope 1) GHG emissions. To identify opportunities for reduction, we measure and monitor our emissions and have begun reporting our Scope 2 emissions in this Report, as they represent the primary GHG emitted by our operations.

¹ FY2024 marks the first year of our water consumption monitoring, as such no data is available for FY2023.

ENVIRONMENTAL SUSTAINABILITY

In FY2024, our total GHG emission is as follows:

GHG Emission	Unit	FY2024	FY2023 (Base Year)
Total GHG Emission	tCO ₂ e	1.85	3.47
GHG Scope-wise Emissions			
GHG Scope 1	tCO ₂ e	–	–
GHG Scope 2 ²	tCO ₂ e	1.85	3.47
Percentage (%)			
GHG Scope 1	Proportion	–	–
GHG Scope 2	Proportion	100.0%	100.0%
Intensity			
Total GHG Emission ³	tCO ₂ e/SGD 1,000	0.0031	0.0011

Our total GHG emissions in FY2024, which were solely due to Scope 2 GHG emissions, was 1.85 tCO₂e. This is an approximately 46.9% reduction from our emissions in FY2023. However, the total emission intensity for FY2024 is recorded at 0.0031 (tCO₂e/SGD 1,000 of revenue), while for FY2023, it was 0.0011 (tCO₂e/SGD 1,000 of revenue). The increase in total GHG emissions intensity is mainly due to a decline in revenue.

We have set forth our future intensity targets as follows:

- Short-term: Reduce intensity by 5.0% (0.0010 tCO₂e/SGD 1,000)
- Medium-term: Reduce intensity by 5.0% (0.0010 tCO₂e/SGD 1,000)
- Long-term: Reduce intensity by 5.0% to 10.0% (0.0010 to 0.0009 tCO₂e/SGD 1,000)

This marks our strategic commitment to reducing our carbon footprint in alignment with global sustainability goals.

6.3 ENERGY MANAGEMENT

At AHL, we are steadfast in our commitment to conserve energy resources. We recognise that efficient energy management is fundamental to both environmental sustainability and operational excellence. As a healthcare service provider reliant on digital infrastructure and data centres, we are committed to optimising energy use to reduce our environmental footprint while maintaining the highest standards of service delivery.

A cornerstone of this commitment is the rigorous monitoring of electricity consumption across our operations. By maintaining a close watch on our energy usage, we gain deeper insights into our baseline consumption patterns, enabling us to set realistic and achievable energy efficiency targets while ensuring our resources are utilised effectively, responsibly, and sustainably.

² Scope 2 emissions are indirect GHG emissions associated with the purchased and consumed electricity. The calculation conducted has been aligned as per GHG protocol. Energy Market Authority Grid Emission Factor is used for Emission factor calculation.

³ Emission intensity is calculated using total emissions divided by total revenue in thousands.

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In FY2024, our total electricity consumption is as follows:

Energy Consumption	Unit	FY2024	FY2023 (Base Year)
Electricity Consumed	MJ	16,124.40	29,999.20
Non-Renewable Source	MJ	16,124.40	29,999.20
Renewable Source	–	–	–
Percentage (%)			
Electricity	Proportion	100.0%	100.0%
Intensity			
Total Energy Intensity ⁴	MJ/SGD 1,000	27.43	9.54

In FY2024, our total energy consumption was 16,124.40 megajoules (“MJ”) which is an approximate 46.3% reduction from our energy consumed in FY2023. The energy intensity on the other hand for FY2024 is recorded at 27.43 (MJ/SGD 1,000 of revenue), whereas in FY2023, it stood at 9.54 (MJ/SGD 1,000 of revenue). The increase in total energy intensity is mainly due to a decline in revenue.

Our future targets are structured as follows:

- Short-term: Reduce intensity by 5.0% (9.06 MJ/SGD 1,000)
- Medium-term: Reduce intensity by 5.0% (9.06 MJ/SGD 1,000)
- Long-term: Reduce intensity by 5.0% to 10.0% (9.06 to 8.58 MJ/SGD 1,000)

This reflects our commitment to continuous improvement in energy efficiency.

6.4 WATER MANAGEMENT

AHL recognises the critical importance of conserving water resources as part of our broader commitment to sustainability. We prioritise the efficient use of water ensuring that our operations contribute to water conservation. By reducing unnecessary consumption, preventing wastage, and promoting sustainable water practices within our network, we aim to minimise our environmental impact while supporting long-term resource sustainability.

Water Consumption	Unit	FY2024
Total Water Consumption	Cubic Meters (m ³)	15.30
Intensity		
Total Energy Intensity ⁵	m ³ /SGD 1,000	0.026

Just as with energy consumption, we strive to use water efficiently and responsibly, ensuring that our practices align with our long-term environmental goals. A key component of this effort is the proactive monitoring and management of our third-party water usage, which allows us to identify areas for improvement and implement targeted conservation measures. FY2024 marks the first year of our water consumption monitoring.

⁴ Energy intensity is calculated using total energy consumption divided by total revenue in thousands.

⁵ Water intensity is calculated using total water consumption divided by total revenue in thousands.

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Our future targets are structured as follows:

- Short-term: Reduce intensity by 5.0% (0.025 m³/SGD 1,000)
- Medium-term: Reduce intensity by 5.0% (0.025 m³/SGD 1,000)
- Long-term: Reduce intensity by 5.0% to 10.0% (0.025 to 0.023 m³/SGD 1,000)

Through continuous improvement and adherence to best practices, AHL is dedicated to responsible water stewardship. Our proactive approach not only aligns with regulatory requirements but also reinforces our broader commitment to sustainability, ensuring that we contribute to the well-being of both the communities we serve and the environment.

6.5 MANAGING CLIMATE-RELATED RISKS AND OPPORTUNITIES

6.5.1 Governance

At AHL, we recognise the importance of strong governance in managing climate-related risks and opportunities. Our governance framework ensures that climate considerations are integrated into our strategic decision-making, risk management processes, and operational practices, aligning with the recommendations of the TCFD.

Board's Role in Climate Governance

The Board holds ultimate accountability for overseeing AHL's approach to climate-related risks and opportunities. Climate-related matters are incorporated into board discussions as part of our broader sustainability and risk management strategy.

The key responsibilities of the Board include:

- **Strategic Oversight:** Reviewing and approving AHL's climate strategy, ensuring alignment with business objectives and regulatory expectations.
- **Risk and Opportunity Assessment:** Supported by this risk committee, the Board receive updates, recommendations, findings, as well as significant issues and concerns relevant to sustainability. The Board also evaluate material climate-related risks and opportunities that could impact the Group's operations, financial performance, and long-term resilience.
- **Policy and Compliance Monitoring:** Ensuring compliance with relevant environmental regulations, industry standards, and sustainability commitments.

To enhance board effectiveness in overseeing climate risks, AHL provides regular updates and capacity-building sessions on emerging climate trends, regulatory developments, and best practices in sustainability governance.

Management's Role in Climate Governance

AHL's management team is responsible for executing climate-related strategies and embedding sustainability considerations into day-to-day operations. Through proactive engagement and innovation, the management seeks to leverage climate-related opportunities while mitigating risks, aligning our business model with sustainable growth and resilience.

The key roles and responsibilities include:

- **Sustainability Committee:** Led by senior management, this committee identifies, assesses, and monitors climate-related risks and opportunities, ensuring alignment with AHL's overall risk management framework.
- **Stakeholder Engagement:** Overseeing climate-related disclosures and engaging with key stakeholders, including investors, regulators, and customers, on climate-related matters.
- **Operational Integration:** Business units incorporate climate resilience strategies, such as energy efficiency initiatives, emissions reduction programs, and sustainable procurement practices, into operational planning.
- **Data Collection and Reporting:** Management oversees the collection, analysis, and disclosure of climate-related data, ensuring transparency and alignment with TCFD reporting requirements.
- **Innovation and Continuous Improvement:** Encouraging the adoption of sustainable technologies and best practices to mitigate climate risks and enhance opportunities in healthcare service delivery.

Through this structured governance approach, AHL remains committed to proactively managing climate-related risks and seizing opportunities that contribute to long-term business resilience, regulatory compliance, and environmental sustainability.

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6.5.2 Strategy

AHL has established short, medium, and long-term timeframes to identify climate risks and opportunities. In this process, the useful life of the organisation's assets or infrastructure and the fact that climate-related issues often manifest themselves over the medium and longer terms has been considered.

Time Frame	Year	Explanation
Short Term	Within the next 1 to 2 years	Align with AHL focus on short-term transformation
Medium Term	Current year till 2030	Aiming to formalise group structure and operation and also meeting Singapore Green Plan 2030
Long Term	2030 and above	Striving to stabilise and work towards growth

Identification of Climate-Related Risks and Opportunities

Climate risk assessment is a structured approach designed to identify, analyse, and address the potential effects of climate change on AHL. This process enables the Group to evaluate how climate-related risks may impact operations, financial performance, and long-term strategic objectives. By proactively assessing these risks, AHL can develop mitigation strategies to minimise negative consequences while also identifying ways to capitalise on emerging opportunities in a transitioning economy. Similarly, climate-related opportunity assessment is a strategic evaluation that identifies and assesses the potential advantages that climate change and evolving market trends may bring. While climate change presents considerable risks, it also opens doors for innovation, adaptation, and growth.

The identification, review, and management of climate-related risks and opportunities are conducted through peer benchmarking and engagement with Management. Recognising the financial implications of climate change, AHL has also broadened its assessment framework to incorporate qualitative scenario analysis, ensuring a more comprehensive evaluation of potential future impacts.

Presented below is the list of identified climate-related risks.

S/N	Identified Risk	Risk Type	Time Horizon	Description
1	Rising Mean Temperature	Chronic	Short & Medium Term	Increase in average temperatures can lead to higher cooling costs, reduced worker productivity, and increased strain on equipment and resources.
2	Enhanced Reporting Obligations	Policy and Legal	Short & Medium Term	Stricter requirements for climate-related disclosures may increase compliance costs and demand more robust data collection and reporting systems.
3	Increased Stakeholder Concern or Negative Stakeholder Feedback	Reputation	Long Term	Growing awareness of climate issues may result in heightened scrutiny from stakeholders, affecting brand reputation and customer loyalty if expectations are not met.
4	Changing customer behaviors	Market	Short Term	Shifts in consumer preferences toward sustainable products may reduce demand for traditional offerings, requiring businesses to adapt quickly to maintain market share. As customer demand for sustainability rises, companies must adapt its business models to prioritise sustainable practices. Failure to adapt may lead to reduced demand for existing offerings, loss of market share, and reputational damage.

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Presented below is the list of identified climate-related opportunities.

S/N	Identified Opportunity	Opportunity Type	Time Horizon	Description
1	Development of new Products or Services Through Research & Development (R&D) and Innovation	Product and Service	Short & Medium Term	Investing in R&D can lead to the creation of innovative healthcare solutions, such as telemedicine platforms that reduce the need for patient travel contributing to better health outcomes and sustainability.
2	Shift in Consumer Preferences	Product and Service	Short Term	As consumers increasingly prioritise eco-friendly products, businesses have the opportunity to cater to this demand, boosting sales and enhancing brand loyalty.

Climate Scenario Analysis

Climate scenario analysis is a critical tool recommended by TCFD to assess the potential resilience of an organisation's strategic plans against climate-related risks and opportunities. This forward-looking approach helps businesses understand the business and financial implications of different plausible climate scenarios, enabling them to make informed decisions to mitigate risks and capitalise on opportunities.

The primary objective of climate scenario analysis is to identify the specific risks and opportunities affecting different aspects of the business, such as countries, entities, assets, services, and products. By examining various climate-related scenarios, AHL can evaluate the potential impacts on business strategy, financial implication and ensure our operations remain resilient and adaptable in a rapidly changing climate landscape.

Climate scenario analysis is broadly categorised into:

- **Physical Climate Scenarios:** These assess physical risks, such as extreme weather events, rising sea levels, and long-term shifts in climate patterns that may disrupt operations, supply chains, and infrastructure.
- **Transition Scenarios:** These evaluate transition risks, including regulatory changes, market shifts, technological advancements, and evolving consumer preferences, which may impact business sustainability and competitiveness as economies move towards low-carbon models.

A critical aspect of scenario analysis is the selection of a set of scenarios that cover a reasonable variety of future outcomes, both favourable and unfavourable. This will allow us to better understand how a business might perform under different outcomes. Presented below is an overview of the selected set of scenarios to evaluate the potential business and financial impact of the identified climate-related risks and opportunities.

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Physical Risk Climate Scenarios	
Favourable, Low-Emission Scenario (IPPC ⁶ RCP 2.6)	Non-Favourable, High-Emission Scenario (IPPC RCP 8.5)
▪ This scenario assume that emissions is reduced significantly by 2050 due to aggressive mitigation measures ▪ This results temperature to raise up less than 2°C due to policy change which impact how business operate ▪ There is a shift to renewable energy sources with a short decline in the use of fossil fuel ▪ The severity and frequency of extreme weather events such as flooding, heavy precipitation and sea level rise are increasing in a slower rate	▪ This scenario assume that emission continue rising at current rates due to business-as-usual operation ▪ This results temperature to raise up to 4°C due to a lack of coordinated policy actions to limit climate change ▪ Economic growth is preferred over climate action and overconsumption of resources continues ▪ High dependent on fossil fuels and only modest rates of technological change and energy intensity improvements occurs ▪ As the globe is warming up, the severity and frequency of extreme weather events such as flooding, heavy precipitation and sea level rise are increasing at a faster rate which impact organisations operations and value chain
Transition Risk Climate Scenarios	
Favourable, Low-Carbon Future (IEA ⁷ Beyond 2°C Scenario)	Unfavourable, Business-As-Usual (IEA Stated Policies Scenario)
▪ Orderly transition to limit global warming to well-below 2°C ▪ Net-zero pledges are achieved, with advanced economies reaching net zero emissions by 2050 ▪ Rise in climate policy ambition and coordination ▪ Customers and investors are increasingly climate-conscious and prefer “green companies”	▪ Assumes a “business-as-usual” pathway towards 2050 ▪ Explore the implementation of existing and announced policies ▪ Does not consider additional policy implementation, instead looks at where the energy system might go without additional policy implementation ▪ Does not take for granted that governments announced ambitions and targets will be met (e.g. To achieve net zero emissions by 2050)

⁶ Intergovernmental Panel on Climate Change Representative Concentration Pathway (IPPC RCP), predict how the concentrations of greenhouse gas changes in the future as a result of human activities and future trends.

⁷ The International Energy Agency (IEA) is at the heart of global dialogue on energy, provide authoritative analysis, data, policy recommendations, and real-world solutions to help countries provide secure and sustainable energy for all.

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6.5.3 Risk and Opportunities Management

Identified Risks	Potential Business and Financial Impact	Mitigation Measures	Monitoring of Mitigation Measures Effectiveness
Rising Mean Temperature	- Rising temperatures are linked to a higher incidence of heat-related illnesses, respiratory conditions, and other health complications, leading to increased demand for healthcare services. AHL may experience a surge in service requests, particularly for corporate healthcare plans and wellness programs. However, if demand exceeds capacity, the Group may face operational inefficiencies, service delays, and reputational risks. - A significant portion of AHL's clientele comes from industries such as construction, which are highly susceptible to extreme heat conditions. Rising temperatures may lead to production halts, workforce safety concerns, and regulatory restrictions in these industries, resulting in lower demand for AHL's healthcare services. A decline in business from key sectors could negatively impact revenue and overall financial stability.	- Expanding network capacity to meet demand growth. Increasing partnerships with healthcare and wellness providers to ensure adequate resources to manage rising service demands. AHL is also looking into enhancing digital healthcare services, such as telemedicine and remote consultations, to efficiently scale service delivery. - Diversifying customer base and strengthening industry partnerships. Expanding beyond the construction sector to serve industries with stable demand for healthcare services. - Engaging in discussions with insurance companies to develop climate-adaptive healthcare plans, ensuring business continuity despite client industry fluctuations.	- Regularly assessing service demand trends and network capacity utilisation to identify potential operational constraints. - Evaluating revenue distribution across different industries to assess dependency on climate-sensitive sectors. - Tracking new client acquisitions outside the construction sector and measuring the financial impact of customer diversification efforts. - Reviewing collaboration effectiveness with insurance companies and new industry partners to ensure alignment with climate-adaptive business strategies.

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Identified Risks	Potential Business and Financial Impact	Mitigation Measures	Monitoring of Mitigation Measures Effectiveness
Enhanced emissions reporting obligations	- Non-compliance to SGX regulations may lead to consequences such as regulatory penalties and reputational damage which could negatively impact investor confidence and weaken stakeholder trust. - Increased compliance and administrative costs arise from the needs to meet evolving regulatory requirements, to implement enhanced governance frameworks, and ensure accurate financial and sustainability disclosures.	- External consultant hired to ensure AHL's sustainability report is in accordance with SGX regulations. - Sustainability committee is formed to monitor and track AHL's sustainability performance as well as to prepare and maintain sustainability report and its disclosure. - Staff training on new reporting requirements and compliance practices is provided.	- Internal audit which is conducted in accordance with the International Standards for the Professional Practice of Internal Auditing, is engaged to review the sustainability reporting processes. - Board and Management to internally review and verify the accuracy of the sustainability report before publication.
Increased Stakeholder Concern or Negative Stakeholder Feedback	- Many stakeholders, including investors, customers, and employees, are increasingly concerned about the organisation's environmental impact and its efforts to address climate change. Growing awareness of climate issues may result in heightened scrutiny from stakeholders, affecting brand reputation and customer loyalty if expectations are not met. - Failing to achieve our climate commitments and meet stakeholder requirements may lead to negative feedback or concerns from them. If the AHL is perceived as not taking adequate steps to mitigate its environmental impact, we may face potential decline in revenue and reputational damage, affecting customer loyalty and market position.	- Enhance transparency in ESG reporting and climate action initiatives by publishing regular sustainability reports detailing the Group's progress on emissions reduction, resource efficiency, and climate resilience. - Maintain open and transparent communication with stakeholders about climate-related actions and strategies.	Monitor stakeholder feedback and include it in the agenda of board meetings and management discussion as and when stakeholder concerns arise.

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Identified Risks	Potential Business and Financial Impact	Mitigation Measures	Monitoring of Mitigation Measures Effectiveness
Changing customer behaviors	- As customer preferences evolve, there is a growing shift toward teleconsultation and digital healthcare services. AHL may experience heightened demand for virtual healthcare services as customers seek convenient and accessible medical consultations. - Failure to expand teleconsultation capabilities could result in lost business opportunities, limiting revenue growth and reducing AHL's competitiveness in the digital healthcare sector. - Customers may increasingly prefer remote healthcare solutions over in-person consultations, leading to lower utilisation of physical healthcare facilities. If AHL does not adapt to this trend, it risks revenue loss, market share decline, and reputational damage for not meeting evolving customer expectations.	- Currently AHL is looking into investing in telehealth platforms and digital infrastructure to enhance service accessibility and patient experience. - We may consider partnering with technology providers to integrate secure, user-friendly virtual consultation solutions. We may also collaborate with insurance companies to expand coverage for teleconsultation services, increasing customer affordability and adoption.	

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Identified Opportunities	Potential Business and Financial Impact	Strategy to Capitalise Opportunity	Monitoring of Strategy Effectiveness
Development of new Products or Services Through R&D and Innovation	- Investing in R&D can lead to the creation of innovative healthcare solutions, such as telemedicine platforms that reduce the need for patient travel contributing to better health outcomes and sustainability. Another example is expanding mental health services through digital therapy platform and virtual counselling to help individuals access timely support, reducing unnecessary in-person visits to healthcare facilities. - Enhanced competitive advantage, increased market share, and potential for new revenue streams by addressing the growing demand for remote telemedicine. - There may be an increased R&D expenses in the short term but potential for significant revenue growth and higher profit margins through innovative, high-demand products or services.	- Collaborate with industry partners and stakeholders to identify emerging market needs and trends. - Conduct regular feasibility studies to evaluate the commercial viability of innovative services. - Focus R&D efforts on developing eco-friendly services, such as digital solutions that reduce resource usage and low environmental impact.	Monitoring R&D progress through regular management meetings to ensure that innovation initiatives align with AHL's strategic goals and deliver tangible benefits. These meetings provide a structured platform to review project milestones, assess resource allocation, and address any challenges in implementation. Additionally, management discussions facilitate cross-functional collaboration, enabling teams to refine strategies, adapt to emerging healthcare trends, and accelerate the deployment of innovative solutions.

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Identified Opportunities	Potential Business and Financial Impact	Strategy to Capitalise Opportunity	Monitoring of Strategy Effectiveness
Shift in Consumer Preferences	- AHL has the opportunity to attract a broader customer base by offering healthcare solutions that prioritise sustainability, such as digital healthcare services and wellness programs that promote preventive care. Aligning with consumer sustainability values can strengthen customer loyalty, as individuals and corporations seek service providers committed to environmental and social responsibility. - Differentiation from competitors becomes a key advantage, positioning AHL as a leader in sustainable healthcare solutions. - Offering sustainable healthcare products and services can drive increased sales and revenue as customers are willing to invest in environmentally conscious healthcare options. Failure to adapt to shifting preferences could lead to revenue loss, reduced market share, and reputational risks as customers turn to more sustainable alternatives.	- Expanding telehealth and digital wellness programs to reduce environmental impact while enhancing service accessibility. - Encouraging feedback and collaboration with stakeholders to co-create solutions that align with evolving preferences.	- Monitoring competitor strategies and industry trends to stay ahead of consumer expectations. - Assessing stakeholder engagement levels through participation in sustainability forums, corporate partnerships, and regulatory discussions.

6.5.4 Metrics and Targets

AHL systematically track, measure, and report our environmental performance, focusing on key metrics such as carbon footprint, energy consumption and water consumption. By closely monitoring these indicators, we can identify significant climate-related risks and refine our efforts to address them effectively.

In addition to disclosing our environmental performance, we have set specific climate-related targets to underscore our commitment to mitigating climate change. By publicly committing to these targets, we aim to not only enhance our environmental stewardship but also drive tangible improvements in our sustainability practices. Detailed information on these metrics and targets are provided in Section 6, titled "Environmental Sustainability." Through these efforts, we hope to reduce our carbon footprint, support global climate goals, and foster greater trust and credibility with our stakeholders.

SOCIAL SUSTAINABILITY

7.1 OUR APPROACH, PERFORMANCE AND TARGETS

At AHL, social responsibility is a core pillar of our commitment to sustainable and ethical business practices. Being part of the healthcare sector, we recognise our role in contributing to the well-being of society by fostering equitable access to healthcare, supporting community initiatives, and upholding responsible business conduct. Social responsibility allows AHL to positively impact the communities we serve by promoting healthcare accessibility and preventive wellness programs.

As a socially responsible organisation we aim to foster a culture of inclusion, diversity, and ethical conduct, ensuring a supportive and purpose-driven work environment. By prioritising employee well-being, fair labour practices, and professional development, AHL enhances job satisfaction and retention, ultimately driving business success.

AHL's social responsibility initiatives is also aligned with international sustainability frameworks, such as the UNSDGs, reinforcing our commitment to creating a positive societal impact. By aligning our corporate strategies with social and environmental objectives, AHL ensures long-term resilience and contributes to sustainable economic growth.

The details of our performance are shown as follows:

Social Targets	Unit	FY2023 (Base Year)	FY2024 (Current Year)	FY2030 (Target Year)
Employee Hiring Rate	Percentage [%]	22.2%	28.6%	10.0%
Employee Turnover	Percentage [%]	–	57.1%	10.0%
Recordable Injuries	Number of Cases	–	–	Target Met

7.2 EMPLOYEE CARE

7.2.1 Board and Employee Diversity

AHL recognise that diversity is a key driver of innovation, inclusivity, and long-term business success. Our commitment to board and employee diversity reflects our belief that a broad range of perspectives strengthens decision-making, enhances workplace culture, and improves overall organisational effectiveness.

The Board acknowledges that diversity is a critical element in achieving AHL's strategic objectives and sustainable development goals. A well-functioning and effective Board thrives on diversity, which enhances its ability to navigate complex business landscapes and address evolving market demands. By fostering a diverse and balanced Board, AHL strengthens its leadership capacity, enhances corporate governance, and ensures that our business strategies align with the evolving needs of our stakeholders.

AHL is also committed to cultivating an inclusive and equitable workplace where employees of all backgrounds feel valued and empowered. We believe that a diverse workforce contributes to creativity, innovation, and stronger business performance.

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Our board diversity, workforce diversity and demographic distribution are shown as follows:

Board Diversity:

Board Diversity	Unit	FY2024	FY2023
Directorship Concentration			
Board of Director Positions	Number of Headcount	5	5
Type of Directorships			
Executive Directorship	Number of Headcount	1	1
Independent Non-Executive Directorship	Number of Headcount	3	3
Non-Independent, Non-Executive Directorship	Number of Headcount	1	1
Percentage (%)			
Executive Directorship	Proportion	20.0%	20.0%
Independent Non-Executive Directorship	Proportion	80.0%	80.0%
Non-Independent, Non-Executive Directorship	Proportion	20.0%	20.0%
Gender Diversity			
Male	Number of Headcount	4	4
Female	Number of Headcount	1	1
Percentage (%)			
Male	Proportion	80.0%	80.0%
Female	Proportion	20.0%	20.0%
Age Diversity			
< 30	Number of Persons	–	–
30 to 50	Number of Persons	2	2
> 50	Number of Persons	3	3
Percentage (%)			
< 30	Proportion	–	–
30 to 50	Proportion	40.0%	40.0%
> 50	Proportion	60.0%	60.0%

To strengthen governance and decision-making, AHL prioritises diversity across various dimensions, including skills, industry expertise, business experience, gender, age, ethnicity, culture, geographical background, nationalities, and tenure of service. These factors are carefully considered when determining the Board's composition to ensure a balanced and dynamic leadership team. While all Board appointments are made based on merit, selections are guided by the need to enhance collective expertise, independence, and knowledge to reinforce Board effectiveness.

Gender diversity is particularly recognised as a key aspect of fostering balanced discussions and informed decision-making. To promote gender representation at the Board level, AHL is committed to implementing a structured search and nomination process to ensure female candidates are considered. However, the Group maintains that appointments will always be based on qualifications and suitability, ensuring that the most capable individuals are selected, regardless of gender.

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Employee Gender Distribution:

Particulars	Unit	FY2024	FY2023
Gender			
Male	Number of Persons	4	5
Female	Number of Persons	3	4
Total	Number of Persons	7	9
Percentage (%)			
Male	Proportion	57.1%	55.6%
Female	Proportion	42.9%	44.4%

Employee Age Group Distribution:

Particulars	Unit	FY2024	FY2023
Age Group			
< 30	Number of Persons	–	–
30 to 50	Number of Persons	4	7
> 50	Number of Persons	3	2
Total	Number of Persons	7	9
Percentage (%)			
< 30	Proportion	–	–
30 to 50	Proportion	57.1%	77.8%
> 50	Proportion	42.9%	22.2%

Demographic Distribution and Membership Status:

Employee Profile	Unit	FY2024	FY2023
Total Number of Employees (Year End)	Number of Persons	7	9
Number of Employees (Location-wise)			
Local	Number of Persons	7	9
Foreign	Number of Persons	–	–
Percentage (%)			
Local	Proportion	100.0%	100.0%
Foreign	Proportion	–	–

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Employee Profile	Unit	FY2024	FY2023
Number of Employees (Union Member-wise)			
Union Member	Number of Persons	–	–
Not Union Member	Number of Persons	7	9
Percentage (%)			
Union Member	Proportion	–	–
Not Union Member	Proportion	100.0%	100.0%
Number of Employees (Collective Bargaining-wise)			
Collective Bargaining	Number of Persons	–	–
Not Collective Bargaining	Number of Persons	7	9
Percentage (%)			
Collective Bargaining	Proportion	–	–
Not Collective Bargaining	Proportion	100.0%	100.0%

AHL aim to foster a diverse and inclusive workplace, focusing on merit-based hiring and promotions, ensuring equal opportunities for skill development, and holding leadership accountable for progress while continually measuring and adapting our efforts.

7.2.2 Talent Attraction and Retention

At AHL, we recognise that attracting and retaining top talent is critical to our long-term success and our ability to deliver high-quality healthcare solutions. A skilled and engaged workforce not only enhances operational efficiency but also drives innovation and strengthens our competitive edge in an evolving healthcare landscape. Ensuring business continuity through a strong talent pipeline enables AHL to adapt to industry advancements, sustain growth, and maintain service excellence. Additionally, retaining experienced employees helps preserve institutional knowledge, reduces operational disruptions, and improves overall service delivery.

Employee engagement and productivity are key factors in fostering a positive work environment. A motivated workforce leads to higher efficiency, improved collaboration, and enhanced customer satisfaction. AHL is committed to investing in employee well-being and professional development to foster loyalty and strengthen workplace morale. Furthermore, organisations that prioritise talent attraction and retention build a strong employer brand, making it easier to recruit top professionals. AHL's emphasis on employee development, workplace inclusivity, and career advancement reinforces its position as an employer of choice in the healthcare sector.

To support our commitment to talent attraction and retention, AHL implements a range of strategic initiatives. We offer competitive compensation packages, performance-based incentives, and comprehensive benefits to attract and retain skilled professionals. Our investment in career development includes structured training programs, mentorship opportunities, and leadership development to empower employees and enhance career progression. AHL also prioritises a diverse and inclusive work culture, encouraging collaboration and innovation.

Additionally, in our commitment to fair employment practices, remuneration, and benefits, we adhere closely to guidelines outlined by the Ministry of Manpower Singapore and the Tripartite Alliance for Fair Employment Practices ("TAFEP"). We uphold fair and inclusive hiring practices, ensuring that recruitment, promotions, and career development opportunities are based on merit and free from discrimination.

By prioritising these efforts, AHL ensures that we continue to foster a motivated, engaged, and high-performing workforce. Our commitment to talent attraction and retention not only strengthens our ability to deliver excellence in healthcare but also supports long-term business sustainability and resilience in an ever-changing industry.

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New Hire Distribution:

Particulars	Unit	FY2024	FY2023
Gender			
Male	Number of Persons	2	1
Female	Number of Persons	–	1
Total	Number of Persons	2	2
Percentage (%)			
Male	Proportion	100.0%	50.0%
Female	Proportion	–	50.0%
Age Group			
< 30	Number of Persons	–	–
30 to 50	Number of Persons	–	2
> 50	Number of Persons	2	–
Total	Number of Persons	2	2
Percentage (%)			
< 30	Proportion	–	–
30 to 50	Proportion	–	100.0%
> 50	Proportion	100.0%	–

Resigned Employees Distribution:

Particulars	Unit	FY2024	FY2023
Gender			
Male	Number of Persons	3	–
Female	Number of Persons	1	–
Total	Number of Persons	4	–
Percentage (%)			
Male	Proportion	75.0%	–
Female	Proportion	25.0%	–
Age Group			
< 30	Number of Persons	–	–
30 to 50	Number of Persons	3	–
> 50	Number of Persons	1	–
Total	Number of Persons	4	–
Percentage (%)			
< 30	Proportion	–	–
30 to 50	Proportion	75.0%	–
> 50	Proportion	25.0%	–

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To assess our progress in fostering an engaging and dynamic workplace, we continuously track key workforce metrics, including hiring and retention rates. These indicators provide valuable insights into our ability to attract, retain, and develop talent while ensuring a stable and motivated workforce.

In FY2024, our turnover rate⁸ increased from 0.0% to 57.1%, reflecting workforce transitions that may have been influenced by various factors such as market conditions, career progression opportunities, or evolving employee expectations. Despite this increase, our hiring rate⁹ remained steady at 28.6%, demonstrating our ongoing efforts to attract new talent and sustain business operations.

Looking ahead to FY2025, we are focused on strengthening employee retention strategies to enhance workforce stability. Our goal is to reduce and maintain our hiring and turnover rate below 10.0%, ensuring that we create an environment where employees feel valued, engaged, and supported in their professional growth. To achieve this, we will intensify our recruitment efforts while implementing targeted retention initiatives, including career development programs, enhanced employee engagement activities, and workplace well-being initiatives. By prioritising both talent acquisition and retention, we aim to build a resilient workforce that supports our long-term business sustainability and operational excellence.

7.2.3 Employee Health and Safety

Safe and healthy work environment is fundamental to the well-being of our employees and the overall success of our organisation. As a healthcare service solution provider, we are committed to upholding the highest standards of workplace health and safety to protect our workforce, ensure compliance with regulatory requirements, and promote a culture of safety and well-being.

Our employees' health and safety incidents profile are shown as follows:

In FY2024, we are pleased to report that there were no reportable work-related injuries, demonstrating the collective dedication of our workforce to maintaining a secure workplace. Through continuous improvement, employee involvement, and leadership commitment, AHL strives to create a workplace where safety is embedded in our corporate culture. Our dedication to employee health and safety not only protects our workforce but also contributes to the long-term sustainability and resilience of our organisation.

7.2.4 Human Rights and Non-Discrimination

In the Healthcare industries, the protection and promotion of human rights are integral to our sustainability efforts. We recognise the importance of upholding fundamental rights and dignity for all individuals, including employees, customers, and community members. Our commitment to human rights is reflected in our workplace practices, where we prioritise diversity, equality, and inclusion. Additionally, we ensure that our products and services contribute positively to the well-being and safety of users, respecting their rights to privacy and data protection.

We are also committed to fostering a non-discriminating and inclusive workplace where all employees are treated with dignity and respect. AHL uphold a strict non-discrimination practice, ensuring that hiring, promotions, and workplace opportunities are based on merit, without bias toward race, gender, age, nationality, disability, religion, or any other protected characteristic. In FY2024, we are pleased to report that there were no reportable discrimination cases.

Furthermore, we have implemented a whistle-blowing policy to provide a mechanism for reporting any violations of human rights or discriminating behaviour within our organisation. Through these initiatives, we strive to create a work environment and business practices that respect and uphold the rights of all individuals, contributing to a more equitable and sustainable society.

Performance Indicator	Unit	FY2024	FY2023
Recordable Injuries	Number of Person	–	–

⁸ Turnover Rate is calculated using total resignees divided by total number of employees at the end of the year.

⁹ Hiring Rate is calculated using total new joiners divided by total number of employees at the end of the year.

SOCIAL SUSTAINABILITY

7.3 CUSTOMER FEEDBACK AND SATISFACTION

Customer satisfaction is at the core of our commitment to delivering high-quality healthcare solutions. We recognise that continuous improvement and service excellence are driven by actively listening to our customers and responding to their needs. To achieve this, we have established structured feedback mechanisms that allow us to gather insights, assess service performance, and implement enhancements that improve the overall customer experience.

AHL is dedicated to maintaining transparency and responsiveness in addressing customer concerns. We regularly engage with clients to understand their evolving expectations. Feedback is systematically reviewed, and actionable insights are integrated into our service enhancements, ensuring that we consistently meet and exceed industry standards.

By prioritising customer feedback and satisfaction, AHL strengthens trust, fosters long-term relationships, and reinforces our position as a reliable and customer-centric healthcare solution provider. We remain committed to upholding the highest standards of service excellence and continuously refining our offerings to better serve our clients and their employees.

To enhance customer satisfaction and improve service accessibility, we have established a structured set of targets aimed at expanding our provider network and strengthening service quality. These targets reflect our commitment to delivering comprehensive and patient-centric healthcare solutions that cater to the diverse needs of our clients.

Our future targets are structured as follows:

- Short-term: Increase the number of medical service providers by 10.0% by FY2025.
- Medium-term: Expand our network of service providers by consistently increasing the number of medical service providers and onboard government hospitals, traditional Chinese medicine ("TCM") practitioners, dentists, chiropractors and rehabilitation centre.
- Long-term: Maintain a high standard of customer service and promptly address any complaints received.



GOVERNANCE

8.1 OUR APPROACH, PERFORMANCE AND TARGETS

At the core of our sustainability commitment and ethical business practices lies our governance framework. This framework encompasses principles, policies, and practices that define our Group's responsible and transparent approach to conducting business. We prioritise stakeholder value by maintaining high standards of corporate governance, integrity, and accountability at every level. This commitment is reinforced by robust internal controls that monitor compliance, uphold our code of ethics, and manage risks effectively.

In developing our governance framework, we carefully considered the risks and opportunities that impact the sustainability of our business. Both the Board and Management are dedicated to upholding governance standards that support continuous and sustainable growth for all stakeholders. We are committed to achieving balanced disclosure regarding the management and monitoring of material ESG factors, with an ongoing focus on improvement in these areas.

We are pleased to announce that in FY2024, there were no reported cases of regulatory non-compliance, bribery, corruption or data breach. The Group will continue to ensure strict compliance with applicable laws and regulations moving forward.

Governance Targets	Unit	FY2023 (Base Year)	FY2024 (Current Year)	FY2030 (Target Year)
No. of reported incidents of non-compliance	Number	Continue to comply with the Code of Corporate Governance and meet all requirements that are expected of us by our stakeholders.	– (Target Met)	Maintain Target To Be Met
No. of reported incidents of bribery and corruption	Number	High standards of conduct and ethical behaviour in all our business activities and supporting a culture of compliance and good corporate governance with zero reported incidents of corruption.	– (Target Met)	Maintain Target To Be Met
No. of reported incidents of data breach	Number	–	– (Target Met)	Maintain Target To Be Met

8.2 COMPLIANCE WITH LAWS AND REGULATIONS

At AHL, we are committed to conducting our business with integrity, transparency, and in full compliance with all applicable laws and regulations. We adhere to industry standards, regulatory requirements, and ethical business practices to ensure that our operations align with legal and professional obligations. Our compliance framework includes robust policies and regular audits to uphold the highest standards of corporate governance. By proactively monitoring regulatory developments and implementing best practices, we mitigate risks, safeguard stakeholder interests, and reinforce our reputation as a responsible healthcare solution provider. AHL remains dedicated to maintaining a culture of compliance, ensuring that all aspects of our business are conducted lawfully and ethically to foster long-term trust and sustainability.

GOVERNANCE

8.3 CORPORATE GOVERNANCE

Corporate governance is the backbone of AHL's integrity, transparency, and accountability. To uphold these principles, AHL has implemented a robust range of policies such as the Whistleblowing and Anti-Corruption policy. These mechanisms ensure that employees and stakeholders operate within a framework that promotes ethical practices and compliance with legal and regulatory standards.

Whistleblowing is vital as it enables the exposure of unethical, illegal, or harmful practices within the organisation. As such, a whistleblowing policy is a critical tool for fostering transparency and accountability within an organisation. Our whistleblowing policy ensures that all reports are addressed promptly and appropriately, safeguarding the integrity of AHL while protecting the whistleblower from any adverse consequences. It is designed to encourage the reporting of concerns regarding any action or omission within the Group that may involve unlawful conduct, financial malpractice, violation of laws, rules, regulations, or policies, or pose a direct threat to the Group interests.

AHL and its Board are fully committed to conducting business with integrity, being consistent with the highest ethical standards, and in compliance with all applicable laws and regulatory requirements for the prevention of corruption, bribery and extortion. Corrupt practices can result in serious criminal and civil liabilities for AHL and its employees, as well as reputational damage. To safeguard the trust of stakeholders, including customers and business partners, AHL adopts a zero-tolerance policy against all forms of corruption, bribery, and extortion. Our Anti-Corruption Policy is communicated to AHL and our subsidiary, including all directors, officers, and employees. Employees must ensure compliance with this policy and any related regulations of their specific jurisdictions. The policy establishes clear guidelines for ethical behaviour and accountability at all levels of the Group ensuring that decision-making processes are transparent and aligned with AHL's governance framework.

8.4 DATA PRIVACY AND CYBER SECURITY

As a healthcare solution provider, AHL handles a vast amount of sensitive personal information, including medical records, identification details, and financial data. Ensuring the privacy and security of this data is paramount to maintaining trust, regulatory compliance, and operational integrity. Safeguarding personal data is essential in upholding our customers rights to privacy. Healthcare-related information is highly sensitive, and any breach or unauthorised access could compromise patient confidentiality, leading to loss of trust and reputational damage. AHL's commitment to stringent data protection measures reassures customers that their personal information is managed with the highest level of security and professionalism.

We recognise the critical importance of data privacy and are committed to protecting the personal information of our customers, business associates, employees, and other relevant third parties. AHL strictly adheres to the Personal Data Protection Act 2012 ("PDPA") and other applicable data protection regulations, reinforcing our commitment to compliance and ethical data management. To uphold the highest standards of privacy and security, both our employees and third-party service providers are bound by robust policies, procedures, and contractual obligations. These measures ensure that customer information is handled with the utmost care, confidentiality, and integrity.

With increasing cybersecurity risks such as hacking, phishing, and unauthorised data access, protecting personal information is critical to preventing identity theft, fraud, and financial losses. AHL enforces robust cybersecurity measures, including encryption, access controls, and regular security audits, to mitigate potential threats and safeguard sensitive data from malicious attacks.

AHL is proud to have achieved ISO27001, ISO27017 and ISO27018 certification, a globally recognised standard for information security management. This milestone underscores our commitment to enforcing robust cybersecurity measures and safeguarding the integrity, confidentiality, and availability of sensitive data.

GOVERNANCE

Originally set as a long-term target, AHL successfully attained this certification within a short period, demonstrating our proactive approach to strengthening data security. Achieving ISO27001 involved implementing stringent security controls, risk management frameworks, and continuous monitoring systems to protect against cyber threats, unauthorised access, and data breaches. This certification reinforces AHL's dedication to maintaining the highest standards of cybersecurity, ensuring compliance with regulatory requirements, and enhancing stakeholder confidence. By embedding ISO27001 principles into our operations, we continue to uphold best practices in data protection, securing both our business and the trust of our customers.

Notably, our Group has recorded zero instances of data breach or integrity violations in FY2024, a testament to our unwavering commitment to compliance and diligence. As we progress into FY2025 and beyond, our steadfast dedication to maintaining full compliance remains unwavering.

As part of our commitment to safeguarding sensitive information and strengthening cybersecurity measures, we have newly established a clear, structured targets to enhance data protection and compliance. These targets are designed to progressively improve our data security framework, ensuring that we meet regulatory requirements, enhance customer trust, and mitigate cybersecurity risks:

- Short-term: Abide by the PDPA with an internal policy in place to safeguard data privacy.
- Medium-term: To obtain the Data Protection Trustmark ("DPTM") certification.
- Long-term: To attain the Outsource Service Provider Audit Report ("OSPAR"), issued by the Association of Banks in Singapore ("ABS").

AHL aims to obtain the DPTM certification, a recognition awarded to organisations that demonstrate high standards in data governance and protection. Achieving this Trustmark will validate our commitment to data security best practices, providing assurance to customers, business partners, and regulatory bodies that AHL is dedicated to responsible data management. The certification process will involve rigorous assessments of our data privacy policies, cybersecurity infrastructure, and risk management strategies, ensuring that we uphold the highest levels of data protection.

Additionally, AHL aims to attain the OSPAR is a key benchmark for service organisations handling sensitive data. It verifies that AHL's outsourced service providers comply with stringent security and risk management standards. Achieving OSPAR will not only enhance our credibility as a trusted healthcare solutions provider but also ensure that our partnerships with external vendors meet industry-leading security protocols, minimising risks associated with third-party data handling.

By prioritising data privacy, AHL safeguards stakeholder trust, mitigates cybersecurity risks, and maintains a secure and compliant operational environment. Our continuous efforts in data protection reflect our unwavering commitment to upholding the highest standards of privacy and security in all aspects of our business.

GRI INDEX

AHL has reported the information cited in this GRI content index from 1 January 2024 to 31 December 2024 with reference to the GRI Standards.

GRI Standard	Disclosure		Section of Report
GRI 2: General Disclosures 2021	2-1	Organisational details	SR: Section 2
	2-2	Entities included in the organisation's sustainability reporting	SR: Section 1.2
	2-3	Reporting period, frequency, and contact point	SR: Section 1.1 & 1.2
	2-4	Restatements of information	Not applicable as there are no restatement of information.
	2-5	External assurance	SR: Section 1.4
	2-6	Activities, value chain and other business relationships	SR: Section 2.1 AR: Group Structure, Financial and Operations Review
	2-7	Employees	SR: Section 7.2
	2-8	Workers who are not employees	Not Applicable
	2-9	Governance structure and composition	SR: Section 6.5 & 7.2 AR: Corporate Governance Report
	2-10	Nomination and selection of the highest governance body	AR: Corporate Governance Report
	2-11	Chair of the highest governance body	AR: Corporate Governance Report
	2-12	Role of the highest governance body in overseeing the management of impacts	SR: Section 6.5 & 8.3 AR: Corporate Governance Report
	2-13	Delegation of responsibility for managing impacts	SR: Section 1.1, 6.5 & 8 AR: Corporate Governance Report
	2-14	Role of the highest governance body in sustainability reporting	SR: Section 1.1 & 6.5 AR: Corporate Governance Report
	2-15	Conflicts of interest	SR: Section 8.3 AR: Corporate Governance Report
	2-16	Communication of critical concerns	SR: Section 8.3 AR: Corporate Governance Report
	2-17	Collective knowledge of the highest governance body	AR: Corporate Governance Report
	2-18	Evaluation of the performance of the highest governance body	AR: Corporate Governance Report
	2-19	Remuneration policies	AR: Corporate Governance Report
	2-20	Process to determine remuneration	AR: Corporate Governance Report
	2-22	Statement on sustainable development strategy	SR: Section 3.1
	2-23	Policy commitments	SR: Section 3 to 8

GRI Standard	Disclosure	Section of Report
	2-24 Embedding policy commitments	SR: Section 3 to 8 AR: Corporate Governance Report
	2-25 Processes to remediate negative impacts	SR: Section 8.3 AR: Corporate Governance Report
	2-26 Mechanisms for seeking advice and raising concerns	SR: Section 8.3 AR: Corporate Governance Report
	2-27 Compliance with laws and regulations	SR: Section 8.2 AR: Corporate Governance Report
	2-28 Membership associations	Not Applicable
	2-29 Approach to stakeholder engagement	SR: Section 3.2 & 3.3
	2-30 Collective bargaining agreements	SR: Section 7.2
GRI 3: Material Topics 2021	3-1 Process to determine material topics	SR: Section 3.3
	3-2 List of material topics	SR: Section 3.3
	3-3 Management of material topics	SR: Section 3.3, 6 to 8
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	SR: Section 5
GRI 205: Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	SR: Section 8.2
	205-3 Confirmed incidents of corruption and actions taken	SR: Section 8.1
GRI 302: Energy 2016	302-1 Energy consumption within the organisation	SR: Section 6.3
	302-3 Energy intensity	SR: Section 6.3
GRI 303: Water and Effluents 2018	303-3 Water withdrawal	SR: Section 6.4
	303-5 Water consumption	SR: Section 6.4
GRI 305: Emissions 2016	305-2 Energy indirect (Scope 2) GHG emissions	SR: Section 6.2
	305-4 GHG emissions intensity	SR: Section 6.2
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	SR: Section 7.2
GRI 403: Occupational Health and Safety 2018	403-9 Work-related injuries	SR: Section 7.2
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	SR: Section 7.2
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	SR: Section 7.2
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	SR: Section 8.4

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Topic	Disclosure	Reference
Governance	Describe the board of directors' oversight of climate-related risks and opportunities	SR Section 6.5.1
	Describe management's role in assessing and managing risks and opportunities	
Strategy	Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long term	SR Section 6.5.2
	Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning	
	Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario	
Risk management	Describe the organisation's processes for identifying and assessing climate-related risks	SR Section 6.5.3
	Describe the organisation's processes for managing climate-related risks	
	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 used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process	SR Section 6.2, 6.5.3 & 6.5.4
	Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks	
	Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets	

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