

SUSTAINABILITY REPORT



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BOARD STATEMENT

(GRI 2-17, 2-22)

The Board of Directors ("Board") is delighted to share the sustainability report of ECON Healthcare (Asia) Limited ("ECON Healthcare" or the "Group") for the year ending 31 March 2024 ("FY2024")¹. This report outlines our process of identifying, overseeing, and evaluating Environmental, Social, and Governance ("ESG") issues that are material to the organisation. ECON is dedicated to providing care for seniors, as we continue to expand our services in Singapore and beyond. As we approach the 3-year milestone since our listing on the Catalist Board of Singapore Exchange Securities Trading Limited ("SGX-ST"), we understand the significance of maintaining sustainable growth in line with our commitment to deliver top-notch care for our clients. Our objective is to provide significant long-term value to all our stakeholders by incorporating sustainable principles into our business and operations.

The Board bears the responsibility for overseeing the management and monitoring of material sustainability matters within ECON and ensures that they are integrated into our business strategies.

In FY2024, we have reviewed the four key material topics identified last year, namely 1) Energy Efficiency and Emissions 2) Excellent Service and Patient Safety 3) Training and Development 4) Ethics and Integrity, and reaffirmed the relevance of these ESG factors in our current reporting year. Our sustainability framework encompasses three pillars that prioritise the integration of material ESG matters into our business operations. These pillars include 1) effective climate action to improve energy efficiency and promote environmental circularity, 2) a commitment to enhance service excellence and care for our people and communities, and 3) a focus on strengthening trust and integrity in our business relationships and operations. The material topics have been mapped to the relevant United Nations Sustainable Development Goals ("UN SDGs"). Our comprehensive sustainability strategy reflects our philosophy, which is exemplified by the nurturing of a Bonsai tree.

Our FY2024 reporting theme, "Our People, Our Future", underscores our commitment to service excellence, which is pivotal to our business. This also ties back to our people who play a crucial role in fostering sustainable development and resilience within our communities and our organisation. We aim to continue to deliver high-quality care and services to our clients. To achieve this, we enhance our Quality KPIs and develop strategies across four main areas: People, Care Culture, Training and Development, and Clinical Practices and Initiatives. By emphasising these key areas, we ensure our services uphold the highest standards, reflecting our dedication

to offering the best care and attention to our clients through a highly motivated and competent workforce.

In FY2024, ECON continued our commitment to improving care and service offerings. We acquired a new ambulance and medical transport services company, expanding our reach and capabilities. Additionally, we prioritised employee development by setting a new target to enhance the clinical competencies of our AHP and Care teams.

Through a combination of external and in-house training programs, we achieved a 13% increase in total training hours for all employees. This investment in our workforce is expected to translate into improved client outcomes and overall operational efficiency.

Trust and integrity are core values in all our business dealings and activities. This year, no incidents of corruption was reported.

Our ongoing efforts to enhance energy efficiency and minimise greenhouse gas ("GHG") emissions reflect our dedication to environmental sustainability. We have installed energy-efficient equipment, optimised our air conditioning usage and retrofitted existing light fixtures. In FY2024, we replaced all fluorescent lights with LEDs and we aim to install solar panels across our properties from FY2025 onwards. This year, we have also enhanced our GHG reporting by including Scope 3 GHG emission calculations on two categories: 1) Purchased goods and services and 2) Capital goods.

Our climate-related disclosures were expanded to our second year of reporting. This is in compliance with the SGX's phased approach recommendations and aligned with the Task Force on Climate-related Financial Disclosure ("TCFD") recommendations, underscoring our proactive approach to enhance the resilience of our business against climate-related risks.

Our sustainability reporting has been subject to an internal review, affirming our commitment to transparency and accountability.

As ECON advances steadily, we remain cautious and prudent in light of rising inflation and economic uncertainties. Our commitment to sustainability is unwavering and we are dedicated to further integrating ESG factors at the core of our business. We strive to consistently provide outstanding care, service and attention, growing our reputation as a reliable healthcare services brand.

¹ This document has been prepared by the Company and its contents have been reviewed by the Company's sponsor, R & T Corporate Services Pte. Ltd. ("Sponsor"), for compliance with the relevant rules of the Singapore Exchange Securities Trading Limited ("Exchange").

This document has not been examined or approved by the Exchange. 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.

The contact person for the Sponsor is Mr. Howard Cheam Heng Haw (Telephone Number: +65 6232 0685), R & T Corporate Services Pte. Ltd., at 9 Straits View #06-07, Marina One West Tower, Singapore 018937."

ABOUT ECON HEALTHCARE



VISION

Provide high quality
and customer-focused
healthcare services

MISSION

To be a premium and leading brand in healthcare services in the Asia-Pacific region, recognised by our customers for our holistic approach, personal touch and technological advancements.

OUR PHILOSOPHY










Our ECON Philosophy is symbolised by the nurturing of a Bonsai – an art that requires passion, dedication, patience and skill. With care, the Bonsai grows and blossoms beautifully. We believe that by caring from the heart, seniors will flourish as they age and live to their fullest potential. We are here to journey together, uncover, celebrate and live out that potential with seniors and families.

WHO WE ARE

We are the leading private nursing home operator in Singapore and Malaysia, with a growing presence in China. Caring for seniors since 1987, ECON is a pioneer in senior care, recognised by our customers for our quality senior care services in Singapore and the Asia-Pacific Region. Leveraging our resilient business model, we are well positioned to capitalise on the growth opportunities brought about by increasing demand for senior care driven by Asia's aging populations. Committed to our social mission of caring for families and senior communities, we will continue to innovate and offer models of care that are relevant and future-ready, delivering care that truly matters.

OUR YEAR IN REVIEW

Key ESG Highlights

<p>EFFECTIVE</p> <p>Climate action towards better energy efficiency and environmental circularity</p>	<p>ENHANCE</p> <p>Service excellence and care for our people and communities</p>	<p>STRENGTHEN</p> <p>Trust and integrity in our business relationships and operations</p>
 <p>Efforts to promote utilisation of energy efficient equipment and effectively manage air conditioning usage to reduce Scope 2 emissions</p>	 <p>Plans to assess the quality indicators we track monthly, such as a decrease in falls and zero medication errors</p>	 <p>No whistle blowing case reported during the year</p>
 <p>Reduction of electricity consumption of 12% per sqm in FY2024.</p>	 <p>100% of our workforce received regular performance and career development reviews</p>	 <p>Introduced two new policies, Conflict of interest and board diversity policy</p>
 <p>Introduced Scope 3 GHG accounting with a purpose to track our overall carbon footprint</p>	 <p>Plans to incorporate clinical audit checks every six months in conjunction with our nursing home audit</p>	 <p>Zero confirmed reported incidents of corruption</p>

ABOUT THIS REPORT

(GRI 2-1, 2-2, 2-3, 2-5, 2-6)

SCOPE AND BOUNDARY

ECON's sustainability report provides comprehensive coverage of our sustainability strategy, achievements, and initiatives pertaining to our identified ESG material topics for the reporting year from 1st April 2023 to 31st March 2024 ("FY2024"), reported on an annual basis.

The sustainability information presented in this Report only covers our nursing home operations in Singapore. The assets in Malaysia and China are presently excluded from the reporting scope due to inadequate data availability. However, we are committed to expanding our reporting scope and intend to include Malaysia's performance data from FY2025 onwards.

In March 2024, we finalised the acquisition of an ambulance and medical transport services company. Due to the limited timespan between the acquisition and the end of the reporting period, information relating to this new acquisition has not been included into this report. This Sustainability Report should be read in conjunction with the financial information provided in our 2024 Annual Report.

The table below provides an overview of the geographical locations of our operations and the specific activities in each location.

Location	Operations
Singapore	Residential care, home care, day care, Traditional Chinese Medicine ("TCM"), Ambulance and Medical Transport
Malaysia (Puchong, Johor Bahru)	Residential care, home care
China (Chongqing)	Residential care, home care, day care

REPORTING FRAMEWORK

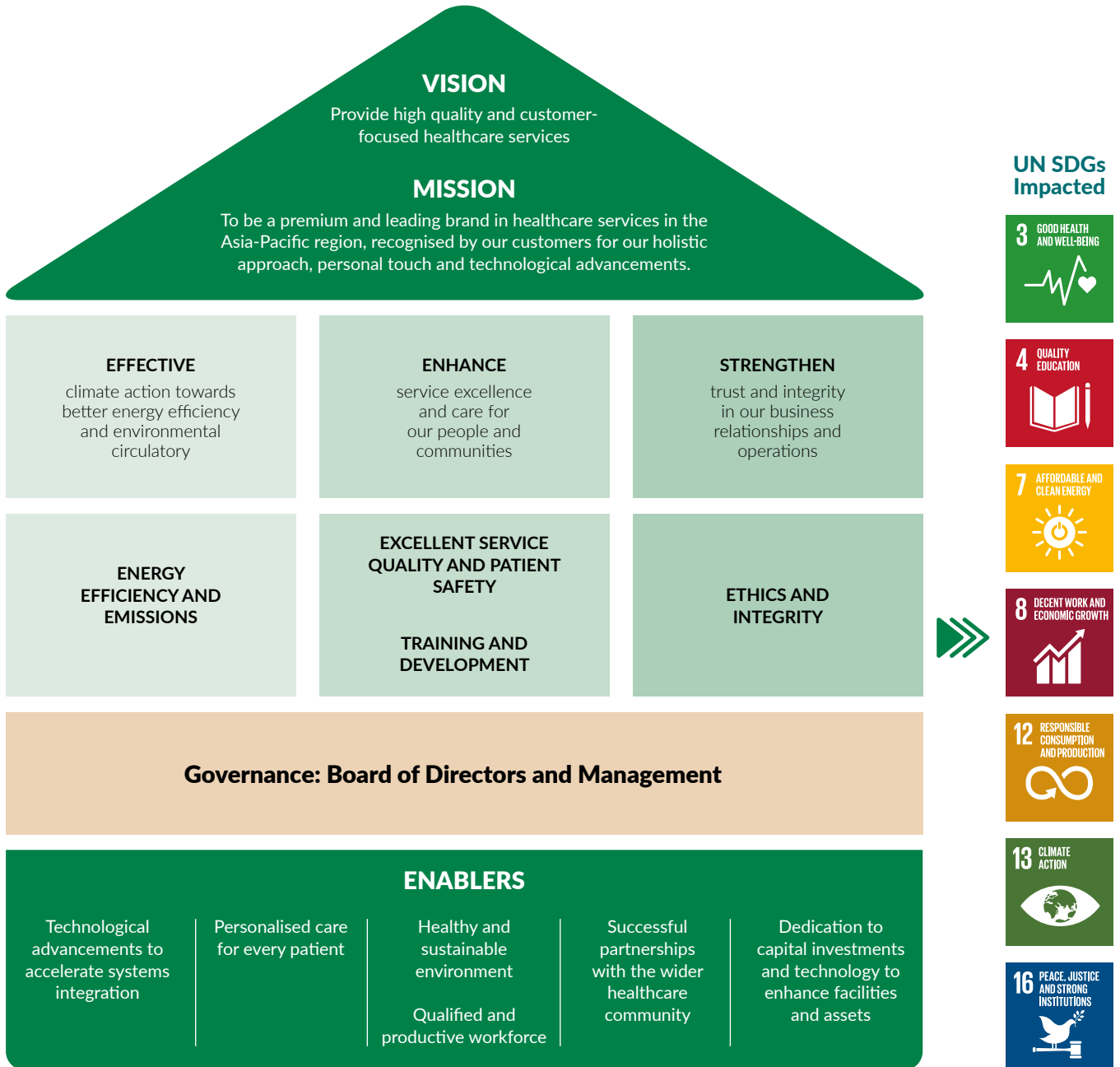
This report has been compiled in accordance with the Global Reporting Initiative ("GRI") Standards 2021. The GRI standards were chosen because they are the most widely accepted global standard for reporting on ESG matters. The United Nations Sustainable Development Goals (UN SDGs) have been integrated into the report, aligning with our material ESG issues to acknowledge and emphasise our obligations and pledges to global, societal goals. We have also implemented the Financial Stability Board's TCFD recommendations in our sustainability report and disclosed our assessment of climate risks in accordance with SGX's phased approach to climate reporting. Further information can be found under the Environmental pillar. This report complies with Rules (711A and 711B) of the Listing Manual Section B: Rules of Catalist ("**Catalist Rules**") of the SGX-ST and the Sustainability Reporting Guide outlined in Practice Note 7F of the Catalist Rules.

External assurance was not obtained for this report; however, we have conducted an internal review on the sustainability reporting process related to the preparation of this report in accordance with Rule 711B (3) of the Catalist Rules.

ECON highly values the input and inquiries from all stakeholders as they play a crucial role in shaping ECON's path towards sustainability. For any inquiries or feedback, feel free to reach out to enquiry@econhealthcare.com.

OUR SUSTAINABILITY FOCUS

ECON SUSTAINABILITY FRAMEWORK



INTEGRATING SUSTAINABILITY PRACTICES ACROSS OUR NURSING HOMES.

At ECON, we strive to become the top-tier brand within the healthcare service industry in the Asia-Pacific region. To accomplish this, we focus our sustainability approach on three core pillars – 1) effective climate action to improve energy efficiency and promote environmental circularity, 2) a commitment to enhance service excellence and care for our people and communities, and 3) a focus on strengthening trust and integrity in our business relationships and operations. We have identified four material ESG topics, namely 1) Energy Efficiency and Emissions 2) Excellent Service and Patient Safety 3) Training and Development 4) Ethics and Integrity, and mapped these topics to our three pillars and their corresponding UN SDGs. We have a governance framework that ensures effective implementation of our sustainability strategy and performance. Underpinning our sustainability framework are six enablers that form the foundation of our sustainability approach and are key in pushing our business towards continued success.

SUSTAINABILITY GOVERNANCE

(GRI 2-12, 2-13, 2-14, 2-17)

ECON has implemented a governance framework that clearly assigns responsibilities for overseeing the sustainability strategy throughout our entire business operations. The Board is responsible for supervising key management in the preparation of ECON's sustainability strategy and implementation of the strategy in business operations, monitoring and approving ESG material topics, reviewing the information disclosed in the sustainability report and setting of targets under the sustainability strategy. They also oversee the incorporation of ESG material topics into our overall business strategy.

The Management team, comprised of Heads of Department, oversees the execution of sustainability policies and practices, as well as tracks the performance and progress of ESG material topics and targets throughout the year. Bi-annually, the Management team provides the Board with updates on the overall sustainability progress.

The Sustainability Working Group ("SWG") at ECON consists of department staff members who assist the Management team in enforcing sustainability practices. The SWG is accountable for the coordination and compilation of performance data pertaining to ESG material matters. The working group convenes on a regular basis to review, monitor, and evaluate sustainability initiatives, processes, procedures, and performance.



Board of Directors

The Board of Directors are responsible for supervising the management, which includes monitoring and approving ESG material topics such as the information disclosed in the sustainability report and target-setting.



Management Team

The management team oversees the execution of sustainability policies and practices, as well as tracks the performance and progress of ESG material topics.



Sustainability Working Group

The SWG assists the Management team in enforcing sustainability practices. It is accountable for the coordination and compilation of performance data pertaining to ESG material matters.

ECON has put in place policies to uphold good governance practices within the company. Our Conflict of Interest Policy delineates clear protocols for Directors in situations where their personal or business interests may intersect with those of the company. Should a conflict arise, Directors are required to promptly disclose their personal or business interests at the Board meeting or submit a written notice to the Company detailing the nature of their interests and the conflict in question.

Our whistle-blowing policy allows stakeholders to confidentially report any concerns or observations, ranging from potential corporate misconduct to irregularities in financial reporting directly to the Chairman of the AC. Board Directors must participate in sustainability training from one of the eight approved training providers to meet SGX's updated sustainability reporting standards, which as disclosed previously was completed by the Board in FY2023.

The remuneration for Executive Directors and specific key management personnel consists of both a fixed and variable component. The variable component is tied to performance, reflecting the Group's overall performance as well as the individual performance of each Executive Director and key management personnel. The RC and the Board regularly assess the performance of Executive Directors (if any) and the Group CEO (along with other key management personnel).

STAKEHOLDER ENGAGEMENT

(GRI 2-29)

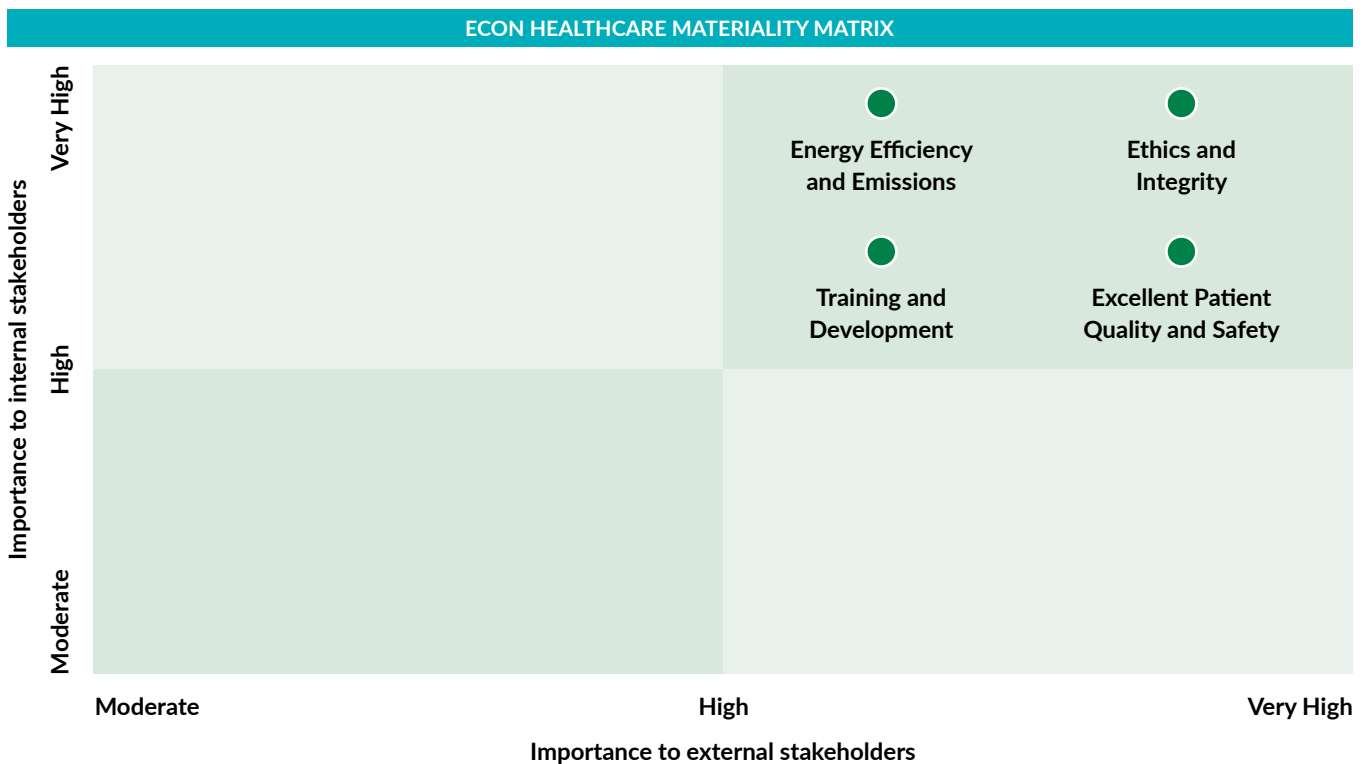
Regularly engaging with our stakeholders is crucial for fostering strong relationships. This practice enables us to gain valuable insights into their viewpoints on important matters and promptly address any concerns they may have. We proactively interact with our primary stakeholder groups via a wide range of engagement channels, as shown below.








Stakeholders	Areas of Concern	Our Approach	Channels of Engagement	Frequency of Engagement
Investors	<ul style="list-style-type: none"> • Clear communication on financial performance • Management of nursing homes 	<ul style="list-style-type: none"> • All investors are informed of any updates or developments impacting ECON 	<ul style="list-style-type: none"> • SGX announcements, press releases • Annual reports • Board Meetings • Updates on the company website 	<ul style="list-style-type: none"> • Annually, as and when required
Employees	<ul style="list-style-type: none"> • Professional development • Fair employment practices 	<ul style="list-style-type: none"> • Training opportunities for employees' development • Career advancement, remuneration and welfare 	<ul style="list-style-type: none"> • Performance feedback • Staff meetings • Management meetings 	<ul style="list-style-type: none"> • Annually, as and when required • Monthly • Monthly
Clients	<ul style="list-style-type: none"> • Access to quality care and services • Access to other healthcare providers 	<ul style="list-style-type: none"> • Ensuring our clients received quality care and service 	<ul style="list-style-type: none"> • Client engagement programmes and activities in Nursing Homes and Medicare Centres • Client feedback survey 	<ul style="list-style-type: none"> • As and when required
Suppliers & Business Partners	<ul style="list-style-type: none"> • Fair procurement process • Compliance with contractual terms & conditions 	<ul style="list-style-type: none"> • Ensure transparent business practices in the selection of suppliers • Whistle-blowing channel • Open communication channels 	<ul style="list-style-type: none"> • Tenders, request for quotations and proposals • Meetings, interviews • Email correspondences or phone calls 	<ul style="list-style-type: none"> • As and when required
Communities	<ul style="list-style-type: none"> • Valuable contribution and engagement with local communities • Local employment 	<ul style="list-style-type: none"> • Committed to give back to local communities by supporting community programmes to contribute back to society 	<ul style="list-style-type: none"> • Corporate website • Annual and Sustainability Reports • Corporate Social responsibility initiatives 	<ul style="list-style-type: none"> • Annually, as and when required

MATERIALITY ASSESSMENT

(GRI 3-1, 3-2)

Enhancing our commitment to sustainability necessitates active engagement with our stakeholders to identify their concerns and prioritise addressing those that are most significant to them. In FY2023, we carried out our inaugural materiality assessment exercise after conducting a benchmarking analysis of relevant peers in the elderly care industry. Through extensive desktop research on sustainability trends and best practices, four material topics were concluded after internal discussion. These were classified under three pillars of our sustainability framework and mapped to the relevant UN SDGs. Upon review this reporting year and validation from the Board, the four material topics continue to remain relevant this year.



No.	Pillar	Materiality Matter	GRI Topic Disclosure	Contribution to the SDGs
1.	EFFECTIVE climate action towards better energy efficiency and environmental circularity	Energy Efficiency & Emissions	GRI 302 – Energy 2016 GRI 305 – Emissions 2016	  
2.	ENHANCE service excellence and care for our people/communities	Excellent Service Quality and Patient Safety	GRI 403 – Occupational Health & Safety GRI 416: Customer Health and Safety 2016	  
		Training & Development	GRI 404 – Training & Development	
3.	STRENGTHEN trust and integrity in our business relationships and operations.	Ethics & Integrity	GRI 205: Anti-Corruption	

SUSTAINABILITY PILLARS

ENVIRONMENT

EFFECTIVE

climate action towards better energy efficiency and environmental circularity

Climate change has significant and extensive impacts that reach every corner of the globe and affect ecosystems, economies, and societies on a large scale. The rise in temperatures, changes in weather patterns, and occurrence of extreme weather events are causing erratic changes to the structure of our planet. It is imperative to take immediate climate action by reducing greenhouse gases (GHG) emissions, shifting towards renewable energy sources, and implementing adaptation strategies to build resilience.

To support Singapore's goal of reducing GHG emissions and achieving net zero emissions by 2050, ECON is implementing effective climate initiatives to improve energy efficiency and encourages environmental preservation.



Covered within this pillar

- Energy Efficiency and Emissions
- Climate-Risk Assessment (TCFD)

Targets

- Reduce electricity consumption per square metre by 3% from FY2024

Our Performance in FY2024

- Reduction of electricity consumption by 12% per sqm

Energy Efficiency and Emissions

WHY IS THIS TOPIC IMPORTANT?

(GRI 3-3)

ECON prioritises the well-being of individuals and recognises our responsibility to minimise our environmental footprint. We understand the consequences of climate change and extreme weather events, which can result in physical harm or sickness, along with declining air quality that can exacerbate respiratory problems and impact human health and well-being. We also acknowledge the crucial role of energy in the healthcare sector. With a deep understanding of these factors, we prioritise this material issue as a primary objective in our sustainability reporting.

SHORT, MEDIUM AND LONG-TERM TARGETS	FY2024 PROGRESS AND PERFORMANCE
Reduce electricity consumption per square metre by 3% from FY2024	Reduction of electricity consumption by 12% per sqm

ENVIRONMENT

Policies, Practices and Performance

(GRI 2-4, 2-23, 2-24, 302-1, 302-3, 305-1, 305-2, 305-3, 305-4)

The rise in average temperatures in Southeast Asia, where our operations are primarily located demonstrates the effects of climate change. ECON acknowledges that a substantial portion of our operational emissions is attributed to the electricity consumption by ACMV systems, ceiling lights, and medical machinery. Therefore, it is crucial for ECON to implement resilient energy management strategies and invest in energy efficient technologies. This approach aims to enhance the quality of life for clients and ensure the long-term sustainability of our operations.

The ECON environmental committee, comprising Centre Managers, operations, and facilities team members, work together to track monthly energy usage in different business divisions. This group is instrumental in advancing our GHG accounting and monitoring efforts. Centre Managers analyse utility consumption data during monthly nursing department meetings to identify key drivers of consumption trends. Through this process, the team has successfully outlined the most efficient strategies to reduce energy usage by analysing consumption patterns.

We track our energy usage against our baseline year FY2022 to analyse trends and improve energy efficiency while reducing greenhouse gas emissions. Monitoring emissions helps us understand potential climate change risks and opportunities. While ECON has implemented several sustainability initiatives, no formalised environmental policy is currently in place.

In this reporting year, although our electricity consumption remains high, we have taken steps towards improving our energy efficiency. We incorporated energy-efficient equipment and established protocols for controlling air conditioning usage. Our AC units are now programmed to operate at 24 degrees Celsius with reduced air flow, and their usage is restricted to 8 hours per day. In FY2023, we launched an initiative to replace all fluorescent light fixtures with LED lights in existing and new nursing homes upon malfunction, which has concluded. In FY2024, we have begun installing motion sensors in toilets and staircase lights which is slated for completion by FY2025. Pushing forward our energy saving strategies, we plan to install solar panels at Braddell, Choa Chu Kang, and Upper East Coast nursing homes in FY2025, as well as to begin upgrading passenger lifts at Braddell and Upper East Coast nursing branches.

Although our existing energy consumption and GHG emissions disclosure only cover our nursing home operations in Singapore, we aim to expand our scope beyond Singapore in subsequent reportings. In FY2024, ECON consumed a total of 9.34TJ of energy, with purchased energy (electricity) making up approximately 98% of the total energy consumption. The organisation's Scope 1 (direct) GHG emissions amounted to 8.86 tCO₂e, whereas the Scope 2 (indirect) GHG emissions were 1,067.90 tCO₂e. Between FY2023 and FY2024, there was a 30.06% increase in emissions due to higher occupancy levels at our Henderson facility. The remaining facilities collectively accounted for 7% of the total energy consumption, primarily as a result of extended use of air conditioning. As shown in the table below, our total emissions intensity decreased by 22%, indicative of improved energy efficiency.

The table below illustrate our energy consumption and GHG emissions², with FY2022 as the baseline year for calculations.

Energy Consumption	Singapore		
	FY2022	FY2023	FY2024
Fuel consumption (TJ) ³	0.22	0.24	0.12
Electricity consumption (kWh)	1,430,960.60	1,943,467.07	2,562,148.4
Electricity consumption (TJ)	5.15	7.00	9.22
Total energy consumption within ECON (TJ)	5.37	7.24	9.34
Energy intensity (TJ/m ²)	0.00035	0.00024	0.00030
GHG Emissions ⁴	FY2022	FY2023	FY2024
Scope 1 emissions (tCO ₂ e) ⁵	16.61	17.86	8.86
Scope 2 emissions (tCO ₂ e) ⁶	583.55	810.04	1,067.90
Total emissions intensity (tCO ₂ e/m ²)	0.039	0.028	0.034

² GHG emissions are reported in line with guidance from the GHG Protocol Corporate Accounting and Reporting Standards. Scope 1 emission factors are sourced from the 2006 IPCC Guidelines for Greenhouse Gas Inventories. Scope 2 emission factors are sourced from relevant official documents from the Singapore government.

³ The fuel consumption for FY2023 was calculated by taking into account the actual usage of 2 months and adjusting it for a full 12 month period. For FY2024, the calculation was based on 10 months of actual usage and adjustment is made for remaining months of the year.

⁴ FY2022 and FY2023's Scope 1 & 2 and emission intensity numbers have been restated due to calculations errors.

⁵ Scope 1 fugitive emissions are reported in line with GHG protocol, GHG inventory Guidance, utilizing the screening method for quantifying fugitive emissions from refrigeration and air conditioning equipment.

⁶ Scope 2 emission factors are sourced from relevant official documents from the Singapore government.

Scope 3

In FY2024, we embarked on developing an inventory for our Scope 3 GHG emissions, in line with the recommendations of the TCFD. Scope 3 emissions include all indirect emissions occurring in a company’s value chain, and account for both upstream and downstream activities.

This is essential for us and our stakeholders to understand the extent of the Group’s overall environmental impact, which will help us in refining our emissions reduction targets.

We conducted a workshop session with ECON Healthcare team where we discussed the 15 categories of Scope 3, which the team then internally rated the relevance of the 15 categories based on the four key parameters: Magnitude, Influence, Stakeholder Considerations and Completeness. Based on the results from this prioritisation exercise as well as from our benchmarking analysis of relevant peers who have reported on Scope 3, we concluded that Category 1 (Purchased goods and services) and Category 2 (Capital Goods) are the most material to ECON. We have selected the two categories for disclosure in this year’s report and intend to include more categories in future years’ reporting.

Our two categories for this reporting year includes:

<p>Category 1 Purchased goods and services: All upstream emissions from the production of products purchased or acquired by the reporting company in the reporting year. Products include both goods (tangible products) and services (intangible products).</p>	<p>Reporting boundary: Limited to products and services procured for ECON Healthcare</p>	<p>Methodologies used and assumptions made: Procurement allocated emissions from ECON Healthcare</p>
<p>Category 2 Capital Goods: All upstream goods from the production and transportation of capital goods purchased or acquired by the reporting company in the reporting year.</p>	<p>Reporting boundary: Limited to products and services procured for ECON Healthcare</p>	<p>Methodologies used and assumptions made: Procurement allocated emissions from ECON Healthcare.</p>

We will continue to progressively enhance our emissions accounting and data collection process over the years through a phased approach. As we expand the quality, scope and depth of our analysis, we aim to present a more comprehensive representation of our Scope 3 emissions in future reports.

<p>Scope 3⁷ comprises of the following:</p>	
<p>Category 1 – Purchased goods and services</p>	<p>1,190.31 tCO₂e</p>
<p>Category 2 – Capital Goods</p>	<p>159.05 tCO₂e</p>
<p>Total</p>	<p>1,349.36 tCO₂e</p>

⁷ ECON’s Scope 3 emissions are calculated according to the recommendations of Greenhouse Gas (GHG) Protocols “Corporate Value Chain (Scope 3) Accounting and Reporting Standard” as well as “GHG Protocol Corporate Accounting and Reporting Standard” by World Resources Institute (WRI) and World Business Council for Sustainable Development (WBCSD).

ENVIRONMENT

Climate Risk Assessment (TCFD)

ECON continues to be committed to meet SGX RegCo's climate reporting requirements by incorporating TCFD recommendations in our sustainability report, following the phased approach outlined by SGX. In our second year of climate-risk reporting, we built upon the foundations of FY2023 by conducting an initial scenario analysis and compiled a more comprehensive assessment of risks that could potentially impact ECON Healthcare.

Our approach to managing material climate-related risks is based on the four key pillars of TCFD: Governance, Strategy, Risk Management, and Metrics and Targets, which include a total of 11 disclosure recommendations. Recognising the dynamic landscape of climate risk, we will continue to review our plans, risks assessment and opportunities on an ongoing basis. Our objective is to continue to build resilience against all material risks of the Group.

Governance

Board Oversight

The Board sets the overall strategy and policies for the Group, providing oversight of the Management and overseeing the effective management of the business. The Board works closely with the Management and the Management remains accountable to the Board for the performance. To fulfil this role, the Board sets strategic direction, establishes goals for the Management and monitors the achievement of these goals, thereby taking responsibility for the overall corporate governance of the Group.

The Board is responsible for overseeing climate-related risks and opportunities, as well as conducting annual assessments of sustainability and climate performance. The Board, in collaboration with Management, assesses the potential and actual effects of climate factors on ECON's strategic, business, and operational strategies.

The Board is assisted by an experienced and qualified management team which is responsible for implementing and overseeing internal controls and risk management systems, in addition to developing tools and metrics for evaluating environmental risks. They are also accountable for identifying, evaluating and reporting environmental risks to the Board.

Detailed information about ECON's governance structure is available in the Sustainability Governance section.

Strategy

In FY2024, we refreshed our climate risk evaluation for our operations in Singapore, Malaysia and China. Our process included evaluating potential risks and opportunities against climate scenarios to evaluate our resilience against future climate-related risks, and the potential opportunities for ECON to capitalise on in the shift towards a low-carbon future.

Taking into account ECON's operations in Singapore, Malaysia and China, we have identified transition and physical climate-related risks of medium, high and extreme levels. Transition risks such as enhanced reporting obligations, costs to implement lower emission technologies and demand for green buildings are anticipated to be high over the medium and long terms, especially under the net zero scenario. On the contrary, extreme weather events (i.e. storms), changes in temperature, changes in precipitation, water stress and sea level rise were identified as key physical risks, set to be more apparent under BAU particularly over the long-term horizon.

Physical and transition risks can disrupt business operations and present challenges to maintaining sustainable growth. Therefore, ECON is currently evaluating our mitigation strategies as part of ongoing efforts to enhance and optimise operations. We are committed to minimise the effects of increased energy costs associated with greenhouse gas emissions. We also continue to invest in sustainable solutions to reduce energy consumption.

Scenario Analysis

In FY2024, ECON conducted a climate-related qualitative scenario analysis covering all of ECON's operations in Singapore, Malaysia and China. Two scenarios were selected: Net Zero Representative Concentration Pathway (RCP) 2.6 and the Business-as-usual RCP 8.5 scenario. We examined these scenarios for physical and transition risks against three time horizons; short-term (1 – 3 years), medium-term (by 2030), and long-term (by 2050), as detailed in the table below:

Physical and Transition Climate Change Risk Assessment Scope			
Assessment Scope	Physical Risk: More likely to manifest from extreme weather events and longer-term shifts in climate		Transitional Risk: More likely to manifest from shift towards a low-carbon economy
Time Horizons	Short Term (2025)	Medium Term (2030)	Long Term (2050)
Scenarios	Net-Zero		BAU
For Physical risks and key assumptions	Intergovernmental Panel on Climate Change (IPCC) Representative Concentration Pathway (RCP) 2.6		IPCC RCP 8.5
	<ul style="list-style-type: none"> GHG emissions are strongly reduced, resulting in global average temperature increase of no greater than 2°C in an organised transition⁸. 		<ul style="list-style-type: none"> Minimal policies or actions are in place to support decarbonization, GHG emissions continue to rise with continued high fossil fuel usage. Depicting implications of a future with higher physical risks.
For Transition risk and key assumptions	Network for Greening the Financial System (NGFS) Net Zero		NGFS Nationally Determined Contributions (NDCS)
	Assumes ambitious climate policies are introduced immediately. Net Carbon Dioxide (“CO ₂ ”) emissions to reach net zero around 2050, with a chance of limiting global warming to below 1.5 °C by the end of the century, with transition risks expected to be high ⁹ .		Assumes that the moderate and heterogeneous climate ambition reflected in the conditional NDCs at the beginning of 2021 continues over the 21st century, with transition risks expected to be relatively low. ⁹

⁸ For more information please visit: Intergovernmental Panel on Climate Change, Topic 2 - Future Climate Changes, Risks and Impacts, https://ar5-syr.ipcc.ch/topic_futurechanges.php

⁹ For more information please visit: Network for Greening the Financial System Scenarios Portal, <https://www.ngfs.net/ngfs-scenarios-portal/explore/>

ENVIRONMENT

ECON's Climate-Related Risks

Using ECON's existing enterprise risk management framework (ERM) as a guide, the physical and transition risks were assessed by considering both the "Likelihood" and "Impact" of the identified risks on ECON's portfolio. The "Likelihood" assesses the probability of a particular risk occurring, while the "Impact" evaluates the severity of its consequences on ECON's operations if the risk materialises. Combining the Likelihood and Impact ratings of each risk provides an overall expected risk rating which is then used in the analysis, prioritisation and mitigation of each risk.

In the table below, we have outlined the results and key risks of the scenario analysis, considering short-term, BAU and Net-Zero over medium- and long-term. ECON focuses on disclosing our medium-high-extreme risks while continuously monitoring and improving our climate risk assessment and management approach.

As we move forward in enhancing our disclosures in accordance with TCFD recommendations, we will explore disclosing our analysis on a more quantitative basis. This will enable us to better assess the financial implications of relevant climate risks and more holistically consider the actions required for ECON to address them effectively.

Risk Type	Risk Category	Possible Impacts to ECON
Physical Risks		
Acute	Change in Precipitation - Increased intensity, frequency and/or duration of flooding	<ul style="list-style-type: none"> Projected increase in frequency and intensity of extreme weather events in the medium and long term across Singapore, Malaysia and China, where ECON's operations are situated. Potential damage and operational expenses can be expected as well as costs associated to weatherproof our facilities.
Acute	Change in Temperature - Extreme temperature spells	<ul style="list-style-type: none"> Rising global temperatures can lead to extreme heat events, posing health risks to vulnerable groups such as the elderly and sick. This will lead to an escalation in cooling requirements in all our operations, raising our operational costs for air conditioning needs across all our operations.
Acute	Extreme weather - Storms - Increased intensity, frequency and/or duration of storms and wind speed	<ul style="list-style-type: none"> Impacts of floods, storms and extreme weather events are predicted to occur more often with greater severity particularly in Singapore and Malaysia. To avoid significant interruptions to ECON's business operations from floods or infrastructure damage, costs associated to weatherproofing the assets and business against increasingly severe weather and climate events will be necessary.
Acute	Droughts/water stress	<ul style="list-style-type: none"> Climate change is projected to increase the probability of droughts particularly in water stress areas including in locations where ECON operates such as Singapore and China. Warmer average temperatures leading to heatwaves can further exacerbate the situation. Increased demand and costs for water and cooling requirements.
Chronic	Sea Level rise	<ul style="list-style-type: none"> Some of ECON's operations in Singapore and Malaysia are located in low-lying areas or by the coast and are more susceptible to the rising sea levels. The properties can face potential damage and operational costs including higher insurance premiums and retrofitting costs.
Transition Risks		
Reputation	Demand for green buildings	<ul style="list-style-type: none"> Consumer preferences are shifting towards green buildings, with an increase in demand for rental spaces in such buildings. The growing awareness of greenhouse gas emissions' environmental impact is driving the need for low-carbon electricity, propelling the global green technology and sustainability market. Companies unprepared for this shift or the transition to green technology may face competitiveness loss and increased costs.
Policy and Legal	Enhanced reporting obligations	<ul style="list-style-type: none"> Increased regulations requiring companies to disclose their climate-related risks aligning with TCFD requirements and reporting their GHG emissions. There is also a growing demand from investors for transparent information related to carbon emissions. Therefore, these reporting requirements may lead to increased costs and potential monetary penalties if failure to meet these requirements.
Technology	Costs to transition to lower emissions technology	<ul style="list-style-type: none"> As countries commit to a low-carbon economy, local policies will require companies to transition to more energy-efficient solutions, leading to increased operational costs associated with implementing the lower emissions energy efficient solutions.

Mitigation Measures

ECON will continue to monitor and improve our energy consumption and efficiency throughout our operations. As we push ahead in our energy saving strategies, we will be investing in renewable energy with the installation of solar panels at some of our nursing facilities. We will also look into integrating climate risks in our Business Continuity Plan ("BCP") in the future to minimise the impact of potential disruptions to our operations. We will continue to stay updated of the latest reporting obligations and requirements.

Risk Management

ECON has in place an Enterprise Risk Management (ERM) Framework to ensure that key risks are properly and systematically addressed. Our risk assessment process ensures that all potential risks are identified and addressed effectively, including climate-related risks.

We are committed to the ongoing monitoring and improvement of our climate risk assessment and management approach and including them in our decision-making processes. This ensures that climate-related risks remain integral to our strategic and financial planning.

We will continue to manage the risks associated with climate change, review our mitigation measures and initiatives to improve the environmental sustainability of our operations. More information on the ERM framework and governance thereof can be found in our Corporate Governance Report on pages 49 to 76 in our FY2024 Annual Report.

Metrics and Targets

The Group tracks energy consumption and GHG emissions from the FY2022 baseline to analyse trends and identify energy-saving opportunities within our operations.

We continue to disclose our Scope 1 and 2 GHG emissions according to the GHG Protocol's Corporate Accounting and Reporting Standard, detailed in the Energy Efficiency and Emissions section on page 26 of our report.

As part of our continuous improvement, we have also initiated the process of identifying material Scope 3 categories that are significant to ECON. This year, we are reporting on two material Scope 3 categories; Category 1: Purchased Goods & Services and Category 2: Capital Goods, and plan to expand our emissions inventory and reporting in subsequent reporting.

We currently disclose our energy efficiency and emissions targets and aim to reduce electricity consumption per square metre by 3% from FY2024. We are currently working on establishing net zero and Scope 1,2,3 targets across various timeframes. As we move forward in our climate reporting journey, we are in the process of setting targets in line with the requirements of TCFD and SGX guidelines.

SOCIAL

ENHANCE
service excellence and care for our people and communities

At the heart of our brand is a deep commitment to comprehensive and personalised care, which drives our dedication to delivering outstanding healthcare services. We take great pride in centering our operations around our valued clients, who are essential to our success. Ensuring their well-being and safety is fundamental to our mission of excellence in service.

This commitment to exceptional care is a collaborative endeavour. We work closely with our employees, recognising that their engagement and development are crucial to achieving our goals. We foster their success by providing opportunities for both personal and professional growth. Together, we strive to create a supportive and thriving environment that upholds our commitment to exceptional care.



Covered within this pillar

- Material Topic: Excellent Service Quality and Patient Safety
- Material Topic: Training and Development
- (Non-material topic) Our Workforce

Targets

- Achieve zero medication errors annually
- Ensure that annual fall rate is less than 1% per 1000 resident days
- Increase employee training hours by 5% every year

Our Performance in FY2024

- Zero medication errors in FY2024
- Average training hours for all staff levels increased by 12% for FY2024
- Achieved a fall rate of 0.402 per 1000 days as the profile of the residents are more of dementia and behaviour issues. At the same time, we strive to minimise the use of restraints

Excellent Service Quality and Patient Safety

WHY IS THIS TOPIC IMPORTANT?

(GRI 3-3)

ECON is dedicated to providing exceptional care and personalised attention to each and every client. Our aim is to foster a deep connection with every family member, collaborating closely with them to offer comprehensive support for their elderly loved ones. Together, we achieve the desired care objectives and ensure the well-being of those we serve.

We are committed to upholding rigorous standards of care and building lasting trust with our clients, ensuring their satisfaction and loyalty. Recognising the vital role of client feedback, we are committed to addressing client concerns promptly and implementing the necessary actions to enhance our services continually.

To achieve this, we have established a robust feedback system. Each month, we engage our clients via the customer satisfaction surveys to gather their insights and experiences. Additionally, clients may also provide feedback via other communication channels such as email and call, which are all responded to and logged by our Corporate and Regulatory Affairs department. Feedback forms and e-feedback survey access are also available in each of our site to encourage feedback. This comprehensive approach allows us to stay responsive to our clients' needs and continuously refine our operations to meet their expectations.

The Agency of Integrated Care (AIC), an independent corporate entity under MOH Holdings, who coordinates and supports efforts in integrating care to achieve best care outcomes for clients, conducted a customer satisfaction survey from November 2022 to February 2023. During this time, they interviewed family members of residents at nursing homes, including ECON Nursing homes. The results were released in November 2023 with all areas showing satisfactory improvements.

SHORT, MEDIUM, LONG-TERM TARGETS	CY2023 PROGRESS AND PERFORMANCE
Achieve zero medication errors	Achieve zero medication errors
Fall Rate should not be more than 1% per 1000 resident days	Group average fall rate is reported at 0.402 per 1000 days.

Management of Quality Care and Service for Clients

(2-23, 2-24, 2-25, 2-26, 416-1)

Placing clients' needs at the forefront, our focus on quality services enables us to provide attentive and responsive care in all our Nursing Homes and Medicare Centres. A quality indicator report tracks the level of quality attained in our business activities. The quality indicator reports are circulated to the senior management team on a monthly basis, and are reviewed and deliberated upon during the monthly nursing meetings and management meetings. All incidents are promptly dealt with through a root cause analysis, and the quality assurance committee follows through on the effective implementation of corrective and preventive actions to avoid similar incidents in the future. Case presentations on incidents are discussed during our safety huddles at our nursing homes to facilitate learning and continuous improvement. To monitor our improvement efforts, the quality indicators are assessed monthly. On a 6 monthly basis, our nursing home audit team will conduct a clinical audit inspection.

Quality Framework

Our Quality Framework is the foundation of our quality practices and initiatives. It is bolstered by the dedication of our nursing and rehabilitation teams, whose collaboration is vital to continually enhancing and elevating our care standards. Our updated Quality Framework provides clear direction for maintaining and improving quality standards in our nursing home facilities. We enhanced the current Quality KPIs and formulate quality strategies for the four essential pillars that have been identified, namely: (i) People, (ii) Care Culture, (iii) Training and Development, and (iv) Clinical Practices and Initiatives.

Our Quality Framework embraces a holistic strategy in handling risks and safety, aiming to achieve high standards of clinical and service outcomes for our clients, while also minimising waste and fostering positive staff morale. This framework serves as a guiding principle for delivering our services to clients. The diagram below illustrates the four fundamental pillars of our Quality Framework.



SOCIAL

The main objectives of the Quality Framework include:

1



To ensure that a coordinated and integrated approach is defined for managing clients' safety, quality assurance and improvement activities to reduce risks to clients and improve clinical processes and outcomes.

2



To achieve the highest level of quality care, quality of life and person-centeredness of care for our clients.

3



To measure the quality indicators as critical elements for assessing the success of quality care, quality of life and person-centeredness of care.

4



To establish various committees and taskforces that support the commitment to deliver these aims in an environment that strives to reduce or eliminate risks and to establish this as organisation-wide priority.

5



To develop quality measures for new and modified processes and systems through clinical audits and evidence-based practice.

6



To provide education and training on risk management, patient safety, effective communication skills, quality improvement tools and methodology.

Policies, Practices and Performance

We have implemented a comprehensive set of guidelines and policies that our business operations strictly adhere to, with the aim of establishing comprehensive and precise guidelines for our employees to abide by.

01

Continuous Improvement and Clinical Governance

The Quality Assurance Committee will meet quarterly to review incidents in nursing homes, ensure protocols are in place for safe care, and plan for future measures.

02

Falls Prevention and Mobility

The policy outlines standard procedures for evaluating fall risks, preventing and addressing falls, reviewing post-fall incidents, and reporting falls. Nurses are required to undergo training and adhere to care standards. Any falls must be promptly reported to the Nursing home centre manager and Director of Nursing within 24 hours.

03

Medication Management

This policy outlines approved medication administration protocols for nurses in Nursing Homes. Non-compliance with Medication Management Guidelines and the five rights of medication management may lead to adverse outcomes for residents.

Categories	Practices
<p>Continuous Improvement and Clinical Governance</p>	<p>We possess a robust framework that aids in the identification of gaps and potential risks. Additionally, it enables continuous evaluations of our processes and care giving outcomes, allowing us to effectively oversee the safety, quality assurance, and enhancement efforts for our clients in a structured and comprehensive manner. This aligns with our objective of minimising risks and improving clinical procedures and outcomes.</p>
<p>Fall Prevention</p>	<p>Given that our business primarily serves the elderly, preventing falls is a key focus area for us. ECON has put in place various safety measures, including identifying and removing environmental hazards, organising residents' belongings to prevent clutter, performing regular housekeeping, displaying signs during cleaning activities, installing side railings, and strategically placing call bells for easy access. We make sure that our employees are well-trained in fall prevention practices. Our governance function is dedicated to promoting transparency in sharing and improving post-event processes, with the overall objective of minimising future incidents.</p>
<p>Medication Management</p>	<p>Our management system outlines the processes followed by the nursing home for obtaining, storing, prescribing, packaging, administering, and monitoring medication usage. This prevents errors such as missed doses or incorrect medication that can have serious health implications for our elderly residents. Our nurses provide round-the-clock routine care and ensure that medications are delivered promptly and accurately to the designated resident, as per the prescription from hospitals or physicians.</p>
<p>24 Hours Care Facility</p>	<p>We provide 24/7 inpatient care services to our elderly residents, guaranteeing uninterrupted nursing care delivered by our committed nurses. Our nurses are accessible round the clock to aid with daily tasks like toileting and showering, while also ensuring our residents receive nourishing meals prepared by our in-house kitchen.</p>
<p>Operational Excellence</p>	<p>Our ISO quality objectives, policy, and manual establish the standard operating procedures for different areas such as documentation, quality control, quality audit, care management, human resources management, facilities management, and operations management. These guidelines are fundamental to achieving operational excellence.</p>
<p>Customer Service Excellence</p>	<p>We prioritise customer satisfaction by implementing a comprehensive feedback management system. Monthly customer satisfaction surveys are sent out to our customer database, allowing them to provide feedback on our service quality and overall satisfaction. We analyse feedback to pinpoint areas for improvement and allocate resources accordingly to enhance our service standards. This process helps us to identify key priorities and focus on areas that require enhancement. In addition, feedback channels are easily accessible at all our nursing homes and medicare centres to encourage customers to share their feedback. Furthermore, we participate in industry customer satisfaction surveys conducted by the AIC every 2 years to evaluate our performance against industry benchmarks.</p>

SOCIAL

Providing Enhanced Care through Technology Innovation

At ECON, we consistently strive to develop new initiatives that improve care and enhance the overall satisfaction of our clients. Here are a few key highlights from our strategies.

Virtual Reality Therapy Platforms

Our latest progress includes offering virtual rehabilitation services that combine evidence-based therapies, virtual games, and motion-tracking sensors. Simulators that use virtual images, sensory technologies, and props are used in group therapy sessions to engage clients actively. This method is beneficial for individuals with varying levels of functional abilities, including those with moderate to severe dementia.

Cognitive Training and Rehabilitation

We introduced SilverPad, a cutting-edge tablet designed to stimulate clients' cognitive abilities and promote mental well-being. With a variety of digital games and activities that progressively challenge users, SilverPad engages seniors in routine cognitive exercises. The user-friendly interface ensures that seniors can easily navigate the tablet with minimal supervision, making it an ideal tool for enhancing mental abilities and maintaining a healthy mind.

Circuit-based Pneumatic Strength Training

We have successfully integrated a holistic rehabilitation program that leverages cloud-based data collection and storage systems. This program is built upon integrated circuits and encompasses a range of activities aimed at enhancing strength, endurance, balance, and mobility. Our dedicated therapists diligently oversee and customise the program to cater to the unique needs and progress of each client.

Gait and Standing Training

After installing ceiling hoists in our Nursing Homes, we observed a significant decrease in falls among clients who were at moderate to high risk of falling during therapy sessions. This enhancement in safety not only reduced the incidence of falls but also allowed us to streamline our staffing requirements, reducing the number of staff members needed per client from two to one and thereby optimising manpower utilisation.

Robotic Animal Therapy

We have expanded our services to include robotic animal therapy with the introduction of PARO, an advanced automated robot designed to engage with clients facing Behavioural and Psychological symptoms of dementia in various ways. PARO represents a remarkable advancement in the realm of robotic animal therapy, offering sensory stimulation, companionship, and fostering interaction.



Payment Digitalisation

ECON has implemented electronic invoicing, or paperless invoicing, for our monthly billing to customers. This move is part of our ongoing digitalisation efforts to enhance efficiency and simplify billing procedures. By adopting digital payments, we aim to reduce administrative tasks and provide seamless payment experiences for our customers.

Being Compliant is the Foundation of our Quality and Safety Standards

(GRI 416-2)

We are committed to providing quality and providing excellent care to our clients and their loved ones. Our focus is on ensuring the highest standards of patient health and safety, as well as delivering exceptional service. We strictly comply with the Healthcare Services Act (HCSA) set by Ministry of Health (“MOH”) to ensure patient safety and maintain high standards of care. Our nursing homes are re-evaluated every two years to ensure compliance with these regulations. No significant external audit findings have been found, demonstrating our commitment to maintaining high health and safety standards.

The Nursing Home Standards Workgroup has established the Enhanced Nursing Home Standards in Singapore, mandated by MOH, to determine the level of care expected in Nursing Homes. MOH conducts inspections at ECON’s Nursing Homes and Medicare Centres to ensure compliance with these standards, which ECON consistently meets during each renewal process.

In FY2024, there were no reportable incidents impacting the health and safety of our services which resulted in monetary fines. This was made possible by enhancing staff training and awareness of best practices as outlined in policies. We will continue to exercise prudent measures and continuous improvements to maintain our zero accident record in the short, medium and long term.

Our Workforce

(GRI 2-7, 2-8)

Our workforce is crucial to our company’s growth and success. We take pride in our people and are dedicated to fostering an inclusive and supportive work environment that promotes ongoing learning and development. Central to this commitment are our company’s culture, values and philosophy which guide our employees in upholding professional workplace standards and quality care.

Our employee profile for FY2024 is provided below.



SOCIAL

Training and Development

WHY IS THIS TOPIC IMPORTANT?

(GRI 3-3)

We prioritise a team of skilled professionals dedicated to exceptional care by offering tailored training for our employees' personal and professional growth to stay competitive in the evolving healthcare industry, especially in elderly care. The Human Resource Management System ("HRMS"), implemented in 2023, aims to enhance employee learning by automating procedures, simplifying training applications, and promoting collaboration in identifying educational requirements.

SHORT, MEDIUM AND LONG-TERM TARGETS	FY2024 PROGRESS AND PERFORMANCE
Employee training hours increase by 5% every year	Average training hours for all staff levels increased by 13% for FY2024

Ensuring Development Opportunities for our Employees

At ECON, we prioritise the growth and progress of our employees through dedicated investments in their personal and professional development. We offer a variety of training opportunities, including courses in care skills, professional skills, and soft skills. We also encourage our employees to take external trainings conducted by reputable instructors. Our goal is to equip our workforce with the skills needed to adapt to industry changes. In FY2024, we sponsored 23 Nursing Aides for certification courses and offered our healthcare staff the chance to enrol in our in-house ITE Skills Certificate Healthcare (Homecare) program.



HRMS System

In FY2024, ECON implemented a new Human Resource Management System (HRMS) system to further enhance ECON's sustainability efforts. By streamlining HR processes, such as training, performance evaluation, claims and payroll management, the HRMS significantly reduces administrative hassles, allowing our HR team to focus more on strategic initiatives that promote employee well-being and organisational growth. Moreover, the centralised data storage and analytics capabilities of HRMS will enable us to make data-driven decisions, optimise resource allocation, and identify areas for improvement, ultimately fostering a more efficient and agile workforce.

The HRMS also facilitates compliance with internal policies and external regulations. Additionally, the system maintains records and audit trails transactions, ensuring transparency and accountability.

Embracing HRMS not only enhances our operational efficiency but also reinforces our commitment to sustainability by minimising paper usage, reducing carbon footprint, and promoting a culture of innovation and continuous improvement.

We will continue to enhance our HRMS, and introduce best practices to further improve efficiency, enhance employee experiences, and advance our sustainability goals.

Improving Learning Experiences for our Employees

Our HRMS also empowers employees and managers to take charge of their own HR tasks through automation, including our learning and performance management. Using this system, employees can choose their preferred training programs and set learning objectives with supervisors to address their needs. We aim to integrate training solutions into our learning experience programmes to cater to various learning styles and utilise e-learning content from the AIC Learning Network. Training initiatives have been implemented at all levels to equip our workforce with necessary skills.

Types of Programmes	Scope (i.e. Who are included?)	Description of Programme
Leadership Programmes	Management Team	IMPACT Leadership programmes, AIC Insight Leadership programmes, IGNITE Leadership programme, HCS-LSG Leadership & Innovation Masterclass, 3rd Leaders for Singapore Healthcare (LSH), WSQ People Management
Nursing & AHP Programmes	Nursing/AHP Team	Nursing Induction Programme (Wound Care, Stoma Care, Blood Glucose Monitoring etc), Advance Care Planning (ACP), Dementia-Care, Safe Manual Handling, Person-Centred Care (PCC), ECON Nursing Competency Framework, Falls Prevention Project in ECON Sunnyville Nursing Home (Yio Chu Kang), Nursing Assessment and Managing of Delirium, Male Catheterization Workshop, AIC LI Tracheostomy Care
Functional Skills Programmes	Functional Staff	Basic to Intermediate Excel Skills, Finance for Non-Finance Managers, Contract Law for Non-Legal Professionals, Health Ethics and Law, Root Cause Analysis & Quality Improvement Tools

Policies, Practices and Performance

(GRI 2-23, 2-24, 404-2, 404-3)

At ECON, we prioritise the ongoing growth and lifelong education of our staff through our learning and professional development approach. Our approach includes:

- 01

Learning and Development

This policy outlines the structure and operational protocols for employee training and development, ensuring that our staff's training aligns with ECON's corporate goals.

- 02

Training Bond

To provide a training bond policy for company-sponsored training/education programmes

SOCIAL

01

Inducting new hires at ECON

- New hires kickstart their career at ECON by attending the monthly-held orientation conducted by our CEO and key members of the management team. In addition, nursing staff will attend the Nursing Induction Programme. A specially designed programme for newly hired foreign staff is also conducted by the in-house team to help induct them to Singapore and the local way of working.
- ECON is constantly reviewing the courses offered to serve ECON's organisation's needs better.

02

People development opportunity at ECON

- We continually offer our care staff upgrading opportunities e.g., the ITE (Institute of Technical Education) Skills Certificate in Healthcare (Home care). Achieving this certification allows them to uplift their skills in caring for our residents. Plans are underway to advance our care skills in dementia care, and safe manual handling.
- We work closely with AIC to build leadership capability in sending identified staff for Community Care Nursing Leadership Programme (CCNLP) and Community Care Manpower Development Award (CCMDA).

03

Learning in the new economy

- We introduced the use of education technology in our in-house programmes, e.g., Kahoot and Mentimeter at learning checkpoints, which improves their overall learning experience.
- As part of the move to help support our care staff in upgrading their professional skills. We encourage our staff to use the AIC Learning Management system to access online materials specific to nursing home settings e.g., dysphagia issues among our clients.

Our HR department leads the transition assistance program, working with employees aged 63 to 68 and their supervisors. The process begins six months before retirement, with HR conducting pre-retirement planning sessions to review job duties and responsibilities.



People Management Programme

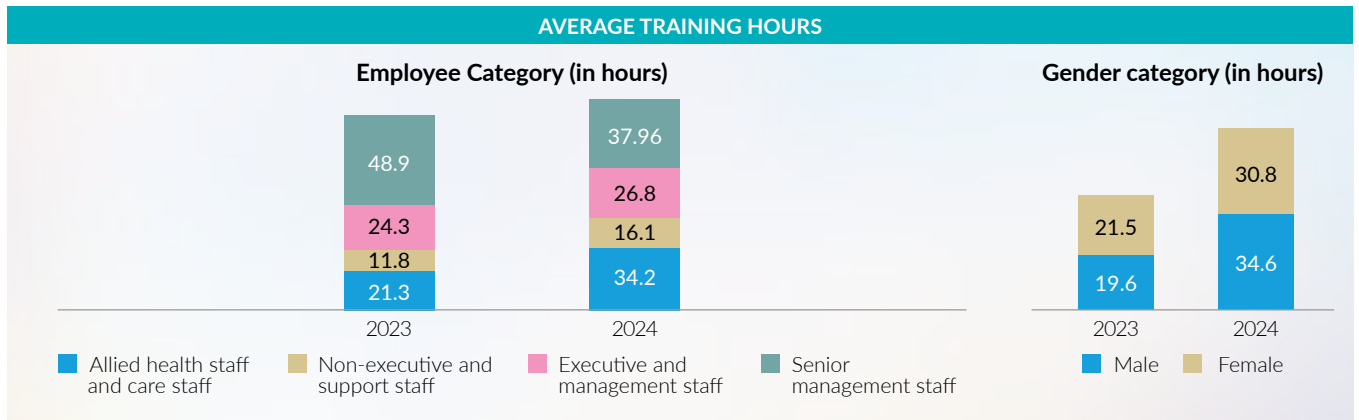
In FY2023, ECON launched the internal People Management Programme for mid-level supervisors. Pre-reading materials were provided to participants to accommodate their varying backgrounds in personnel management. This shortened the in-person training to four hours, maximising time efficiency. The classroom sessions focused on analysing real-life case studies and discussing effective strategies to align individuals with ECON's protocols.

Employee Training Hours

(GRI 404-1)

At ECON, we place a strong emphasis on training and developing our workforce to ensure they grow in their capacity and possess future-ready skills and knowledge. Our commitment to this endeavour is reflected in our ISO quality objectives, where training hours serve as a key metric. Annually, we track and report the training hours to review our progress. Training hours¹⁰ for FY2024 are disclosed below.

In FY2024, 100% of our workforce received regular performance and career development reviews.



Employee Engagement

Fostering a culture of employee engagement is not only integral to ECON's success but also a cornerstone of our sustainability initiatives. We acknowledge and appreciate our employees' hard work through various internal celebrations and events, including Nurses Day, Allied Health Day, our Year-End D&D, Community Care Day and festive celebrations such as Christmas and Chinese New Year. These gatherings are key to fostering team spirit and camaraderie, while also reinforcing our commitment to support and appreciate our diverse workforce.

Additionally, initiatives like our Long Service Awards and GEMS Awards recognise and celebrate the dedication and excellence of our employees, fostering a sense of belonging and pride within our organisation. The GEMS Award recognises service role models, rewarding their exemplary efforts and inspiring others to excel in service delivery. In 2023, 41 employees were awarded the GEMS award.

Complementing these efforts, we introduce our Staff Welfare Fund, where each department head is allocated a budget to plan team bonding activities. This approach not only encourages ownership and creativity at the department level but also fosters stronger connections among team members. Moreover, departments can collaborate and pool funds to organise joint activities, promoting cross-departmental collaboration and teamwork.

By prioritising employee engagement and recognition, we not only cultivate a positive work environment but also ensure the long-term sustainability of our company by retaining talent, inspiring loyalty, and driving continuous improvement.



¹⁰ Training hours at ECON refers to time spent for external and in-house courses, workshops, and seminars, learning activities, small group work sessions, demonstration and hands-on experiential internal sharing (in-service training) as well as interdisciplinary group meetings.

GOVERNANCE

STRENGTHEN
trust and integrity in our business relationships and operations.

Effective corporate governance plays a vital role in the longevity of our company. Through promoting transparency, accountability, and ethical conduct, sound corporate governance principles guarantee that our company is able to secure investments, mitigate risks, enhance performance, and uphold a positive reputation. Consequently, this results in the generation of sustainable value for shareholders and advantages for all stakeholders with a vested interest.



Covered within this pillar

- Material Topic: Ethics & Integrity

Targets

- All new employees to undergo onboarding program which includes professional ethics & standards
- All suppliers to self-declare Interested Party Transactions (IPT) during their onboarding process as vendor
- Educating relevant internal stakeholders (centre managers and HQ employees only) on procurement processes and mandatory supplier declaration form to manage suppliers' performance.

Our Performance in FY2024

- 100% of new employees attended onboarding programme including professional ethics & standards.
- 100% suppliers self-declared Interested Party Transactions (IPT) during their onboarding process
- 100% of all relevant internal stakeholder have attended training on procurement processes.

Ethics & Integrity

(GRI 2-16, 2-24, 2-25, 2-26, 2-27, 205-1, 205-2, 205-3)

WHY IS THIS TOPIC IMPORTANT?

(GRI 3-3)

ECON firmly believes that fostering good governance and upholding high standards of ethical conduct and integrity are crucial in instilling confidence and trust among our key stakeholders. Our unwavering commitment lies in ensuring that our business operations are carried out with utmost honesty, fairness, and transparency, with zero tolerance for corruption, extortion, or bribery. We acknowledge that corruption can lead to substantial financial losses, legal complications, and detrimental harm to our brand reputation.

In FY2024, ECON reported zero confirmed incidents of corruption and no reported whistle blowing cases. We will continue to exercise good governance to maintain our zero corruption cases in the short, medium and long term.

SHORT, MEDIUM AND LONG-TERM TARGETS	FY2024 PROGRESS AND PERFORMANCE
All new employees to undergo onboarding program which includes a segment on professional ethics and standards.	100% of new employees attended onboarding programme including professional ethics & standards.
All suppliers to self-declare Interested Party Transactions (IPT) during their onboarding process as vendor.	100% suppliers self-declared Interested Party Transactions (IPT) during their onboarding process.
Tighten our vendor selection process, declaration of Interested Party Transactions ("IPT") & whistle blowing procedures.	
Educating relevant internal stakeholders (centre managers and HQ employees only) on procurement processes and mandatory supplier declaration form to manage suppliers' performance.	100% of all relevant internal stakeholder have attended training on procurement processes.

Policies, Practices and Performance

(GRI 2-23, 2-24, 205-1)

Compliance with all relevant local laws and regulations is fundamental at ECON. We have established a number of key corporate governance policies such as our Code of Business Conduct, Anti-Corruption measures, and Whistle-blowing policies to serve as guiding principles for our business operations. Two new policies, Conflict of Interest and Board Diversity have also been introduced and approved by the Board in May 2024. All other policies have been approved by the Board previously and are reviewed on an ongoing basis for any changes or updates to be made.

In May 2024, the Group CFO participated in anti-bribery and corruption training, and the future heads of departments will also undergo similar training sessions in the future.

All our policies can be easily accessed through our employee and investor relation portals. Any concerns raised via our whistle blowing channels will be promptly forwarded to our independent directors.

Whistle Blowing Policy	This policy provides a clear framework for reporting any suspicions of misconduct or unethical behaviour through a designated channel, ensuring anonymity and protection from reprisals.
Anti-Corruption Policy	This policy outlines the suitable measures, procedures, and guidelines to be followed in order to combat corruption in all business endeavours. All business activities and decisions that are susceptible to corruption are handled and executed with utmost caution.
Investment Policy	This policy aims to outline the goals, rationale, and fundamental principles and procedures that govern the allocation of ECON's surplus funds. It encompasses the identification, supervision, and assessment of investment alternatives and approaches.
Interested Person Transaction Policy	This policy serves to emphasise ECON's commitment to: <ul style="list-style-type: none"> • Ethics and compliance with the law • Foster a culture of honesty and accountability • Focus the Board and each of its directors and employees on areas of ethical risk • Provide guidance to the Directors and employees to help them recognise and deal with ethical issues
Conflict of Interest Policy	The policy sets out the guideline to guide the Director in instances of actual or potential conflicts of interest. All Directors are required to avoid situations where their own personal or business interests may conflict or appear to conflict with the interests of the Company.
Board Diversity Policy	The objectives of the board diversity policy are, among others to: <ol style="list-style-type: none"> a. Enhance board effectiveness through diverse perspectives and experiences. b. Reflect the diverse communities and stakeholders we serve. c. Support a culture of inclusivity and fairness. The board diversity initiatives are guided by principles of meritocracy, equal opportunity, and transparency in recruitment and selection processes. The Board has taken in consideration the definition and importance of board diversity policy includes the range of skills, business and industry experience, gender, age, ethnicity, geographic background, length of service, and other distinctive qualities of the board members.

Ensuring Ethical Procurement Processes

Our procurement process follows ethical business policies to ensure fair selection of suppliers and vendors. We maintain transparent communication and avoid bias or preferential treatment. Our policy outlines our procedures clearly.

We prioritise strong partnerships with suppliers and vendors through transparent communication, ensuring smooth operations and supply chain. We support local vendors, promoting job growth and benefiting from faster turnaround times and reliable deliveries for increased efficiency.

Prospective vendors must submit business documentation, audited financial records, and disclose any personal connections with our employees using our vendor application form. This is necessary to ensure transparency, ethical practices, and eligibility for our approved vendors list. Any violations or complaints will result in contract termination. All purchase requisitions require three quotations or a detailed explanation if not quotations are not obtainable, as outlined in our Delegation of Authority (DOA) mandate.

GRI CONTENT INDEX

Statement of use	ECON Healthcare has reported the information cited in this GRI content index for the period 1 April 2023 to 31 March 2024 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

GRI 2021 Standards	Description	Section of Report / Reasons for Omission	Page Reference
GRI 2: General Disclosures (2021)			
1. The organization and its reporting practices			
2-1	Organisational details	About this report	20
2-2	Entities included in the organization's sustainability reporting	About this report	20
2-3	Reporting period, frequency and contact point	About this report	20
2-4	Restatements of information	Energy Efficiency and Emissions	26
2-5	External assurance	External assurance was not sought for this year's Sustainability Report.	N.A.
2. Activities and workers			
2-6	Activities, value chain and other business relationships	About this report	20
2-7	Employees	Our Workforce	37
2-8	Workers who are not employees	Our Workforce	37
3. Governance			
2-9	Governance structure and composition	Annual Report – Corporate Governance Report	51-52
2-10	Nomination and selection of the highest governance body	Annual Report – Corporate Governance Report	55-57
2-11	Chair of the highest governance body	Annual Report – Corporate Governance Report	55
2-12	Role of the highest governance body in overseeing the management of impacts	Sustainability Governance	22
2-13	Delegation of responsibility for managing impacts	Sustainability Governance	22
2-14	Role of the highest governance body in sustainability reporting	Sustainability Governance	22
2-15	Conflicts of interest	Annual Report – Corporate Governance Report	50
2-16	Communication of critical concerns	Ethics & Integrity	42
2-17	Collective knowledge of the highest governance body	Board Statement Sustainability Governance	17 22
2-18	Evaluation of the performance of the highest governance body	Annual Report – Corporate Governance Report	58
2-19	Remuneration policies	Annual Report – Corporate Governance Report	59 - 61
2-20	Process to determine remuneration	Annual Report – Corporate Governance Report	59 - 61
2-21	Annual total compensation ratio	This disclosure is omitted due to confidentiality constraints.	N.A.
4. Strategy, policies and practices			
2-22	Statement on sustainable development strategy	Board Statement	17
2-23	Policy commitments	Energy Efficiency and Emissions Excellent Patient Quality and Safety Training and Development Ethics and Integrity	26 33 39 43
2-24	Embedding policy commitments	Energy Efficiency and Emissions Excellent Patient Quality and Safety - Management of Quality Care and Service for Clients Training and Development Ethics and Integrity	26 33 39 42-43
2-25	Processes to remediate negative impacts	Ethics & Integrity Excellent Service Quality and Patient Safety	42 33
2-26	Mechanisms for seeking advice and raising concerns	Ethics & Integrity Excellent Service Quality and Patient Safety	42 33
2-27	Compliance with laws and regulations	Ethics & Integrity	42
2-28	Membership associations	ECON Healthcare is a normal member of the Singapore Business Federation and the Singapore Chinese Chamber of Commerce & Industry. ECON Healthcare does not hold a significant role in any industry association or any other membership organisation.	N.A.

GRI 2021 Standards	Description	Section of Report / Reasons for Omission	Page Reference
GRI 2: General Disclosures (2021)			
5. Stakeholder engagement			
2-29	Approach to stakeholder engagement	Stakeholder Engagement	23
2-30	Collective bargaining agreements	This disclosure is not applicable as there are no collective bargaining agreements in place at ECON.	N.A.
GRI 3 (2021): Material Topics			
3-1	Process to determine material topics	Materiality Assessment	24
3-2	List of material topics	Materiality Assessment	24
Material Topic: Energy Efficiency and Emissions			
3-3	Management of material topics	Energy Efficiency and Emissions	25
302-1	Energy consumption within the organisation	Energy Efficiency and Emissions	26
302-3	Energy intensity	Energy Efficiency and Emissions	26
305-1	Direct (Scope 1) GHG emissions	Energy Efficiency and Emissions	26
305-2	Energy indirect (Scope 2) GHG emissions	Energy Efficiency and Emissions	26
305-3	Other indirect (Scope 3) GHG emissions	Energy Efficiency and Emissions	27
305-4	GHG emissions intensity	Energy Efficiency and Emissions	26
Material Topic: Excellent Service Quality and Patient Safety			
3-3	Management of material topics	Excellent Service Quality and Patient Safety	32
416-1	Assessment of the health and safety impacts of product and service categories	Excellent Service Quality and Patient Safety - Management of Quality Care and Service for Clients	33
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Excellent Service Quality and Patient Safety	37
Material Topic: Training and Development			
3-3	Management of material topics	Training and Development	38
404-1	Average hours of training per year per employee	Training and Development	41
404-2	Programmes for upgrading employee skills and transition assistance programme	Training and Development	39
404-3	Percentage of employees receiving regular performance and career development reviews	Training and Development	39
Material Topic: Ethics and Integrity			
3-3	Management of material topics	Ethics & Integrity	42
205-1	Operations assessed for risks related to corruption	Ethics & Integrity	43
205-2	Communication and training about anti-corruption policies and procedures	ECON is looking to progressively collect the required information and will be reporting on this disclosure in subsequent reports.	42
205-3	Confirmed incidents of corruption and actions taken	Ethics & Integrity	42

TCFD INDEX

TCFD Pillar	TCFD Recommendations	Econ's response
Governance	Board oversight	Please refer to Climate Risk Assessment (TCFD) from pages 28-31.
	Management's role	
Strategy	Climate-related risks and opportunities	
	Impact on the organisation's business, strategy, and financial planning	
	Resilience of the organisation's strategy	
Risk Management	Risk identification and assessment processes	
	Risk management process	
	Integration in overall risk management	
Metrics and Targets	Climate-related metrics in line with strategy and risk management process	
	Scope 1,2,3 GHG metrics and the related risks	
	Climate-related targets and performance against targets	