ISEC HEALTHCARE

VISION-FOCUSED
FUTURE READY

SUSTAINABILITY REPORT **2024**

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1. ISEC Healthcare Performance Highlights

The following are the key ESG performance highlights during the year from 1 January 2024 to 31 December 2024.

| Environment	Social	Governance
1,291 tCO2e[1] ISEC Healthcare has embarked on disclosing Scope 1, 2 and 3 (only for Category 7) emissions	Average Google Review rating of **4.5 ★** (out of 5) across 6 centres	**0** reportable cases of non-compliance with the Code of Corporate Governance 2018
An average of **90%** of conventional light bulbs have been replaced with light emitting diodes (LEDs) across 6 centres	**0** reportable cases of non-compliance regarding health and safety impacts of products and services	**0** substantiated breaches of customer privacy and leaks, thefts, or losses of customer data
No disruptions to the frequency of waste collection by third-party waste contractors	Average of **10.6 hours** of training per employee	
2,631 m³ ISEC Healthcare has embarked on disclosing water consumption	**100%** of employees appraised and received performance review	
	0 cases of work-related injuries, accidents, and fatalities	

2. About ISEC Healthcare Ltd.

Listed on the Catalist board of the Singapore Exchange Securities Trading Limited ("SGX") on 28 October 2014, ISEC Healthcare Ltd. ("ISEC Healthcare" or the "Company", and together with its subsidiaries, the "Group") is an established regional provider of comprehensive medical eye care services with ambulatory surgical centres.

Led by a team of specialist doctors, who are also opinion leaders in their respective sub-specialty fields, the Group provides patients with attentive and advanced treatments at its well-equipped eye centres that are fitted with state-of-the-art ophthalmic equipment and facilities. Besides investing in the latest medical technologies, the Group's doctors undergo continuous professional development and medical education to offer patients the highest standards of ophthalmic care.

Figure 1: Location of ISEC Healthcare Ltd. Centres

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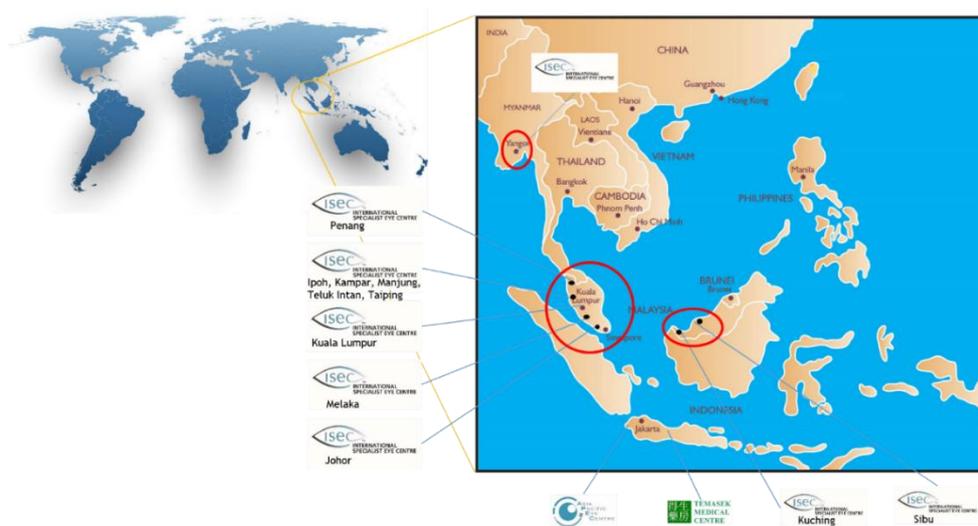
[1] tCO2e is short for "tonnes of carbon dioxide equivalent," which is about all GHG emissions (e.g. carbon dioxide, methane, and refrigerants, etc.) together in the same measurement.

Backed by more than 15 years of track record, the ISEC brand holds strong brand equity and is recognised for its world-class and high-quality eye care services. Its two main markets are Malaysia, where it operates medical eye care centres in Kuala Lumpur, Melaka, Penang, Johor, Perak (Ipoh, Kampar, Manjung, Teluk Intan and Taiping), Kuching, Sibu and Klang, and Singapore, where it provides specialist medical ophthalmology services to Asia Pacific Eye Centre located in Singapore's Gleneagles Hospital.

ISEC Kuala Lumpur ("ISEC KL") became the first specialist centre in Southeast Asia and the Far East region to receive the Joint Commission International ("JCI") accreditation in 2009, which is acknowledged as a standard for healthcare quality and patient safety practices. ISEC KL has consistently maintained its JCI accreditation and successfully achieved its most recent reaccreditation in March 2022. The Group is presently in the process of renewing this accreditation.

ISEC Healthcare's mid-term goal is to further grow its ophthalmology business in Asia Pacific region due to its high growth potential in South-East Asia, while expanding our existing operations in Singapore, Malaysia and Myanmar. In September 2024, the Group completed the conditions of the Sale and Purchase Agreement to acquire certain strata-titled units totalling 69,445 sqft of units in a 15-storey building with 2 lower ground levels that will be a purpose-built medical centre in Malaysia. This new site is about 2.5 times larger than the current location in Mid Valley City, Kuala Lumpur, enabling ISEC Healthcare to serve more patients and expand services. The building is expected to be completed by late 2025, with renovations and approvals in 2026. The Group plans to relocate and start operations at the new site by 2027.

The building will include various sustainable features such as naturally ventilated staircases, 100% LED lighting, solar panels, a rainwater harvesting system, and the use of Green Label-certified construction materials. These elements contribute to the building's GreenRE certification, an established green building certification tool in Malaysia, highlighting ISEC Healthcare's approach to environmental responsibility and sustainable healthcare infrastructure.

3. About the Report

ISEC Healthcare is pleased to present its annual Sustainability Report ("Report") which has been prepared in accordance with SGX's Sustainability Reporting Guideline and the Global Reporting Initiative ("GRI") Standards 2021, an international sustainability reporting framework. GRI is widely adopted for sustainability reporting, enabling us to achieve comprehensive and comparable disclosure of environmental, social and governance ("ESG") performance.

The Group's climate-related disclosures are guided by the recommendations of Task Force on Climate-related Financial Disclosures ("TCFD"), and we will continue to work with our stakeholders in assessing climate-related risks and opportunities where appropriate and practicable, in accordance with the business activities of the Group in the future.

This Report discloses the sustainability performance of ISEC Healthcare from 1 January to 31 December 2024 ("FY2024" or "Reporting Period"), with the financial year ended 31 December 2023 ("FY2023") used for comparison for certain material ESG matters where applicable. In FY2024, ISEC Healthcare continues to enhance its reporting topics by reporting two new topics, Economic Performance (GRI 201) and Water (GRI 303).

No restatements were made from the previous report in this Report except for (1) breakdown of employees by age and employee category due to correction of labelling errors on pages 20 and 21, (2) number of non-employee workers due to correction on page 19, and (3) emissions intensity consistency in calculation method, aligning with GRI methodology on page 31.

Table 1: List of all ISEC Healthcare's entities and their inclusion or exclusion from this Report

Included in Scope	Excluded from Scope
• ISEC Sdn. Bhd. ("ISEC KL") • Southern Specialist Eye Centre ("SSEC") • ISEC (Penang) Sdn. Bhd ("ISEC Penang") • Indah Specialist Eye Centre Sdn. Bhd. ("Indah Specialist") • IE Centre Sdn. Bhd. ("IECSB") • Kampar Eye Sdn. Bhd. ("KESB") Note: ISEC Healthcare's headquarters in Singapore is also part of the reporting scope.	• ISEC Eye Pte. Ltd. • International Specialist Eye Centre Pte. Ltd. • ISEC Global Pte. Ltd. • JL Medical (Bukit Batok) Pte. Ltd. • JL Medical (Sembawang) Pte. Ltd. • JL Medical (Woodlands) Pte. Ltd. • JL Medical (Yew Tee) Pte. Ltd • ISEC (Sibu) Sdn. Bhd. • ISEC (Kuching) Sdn. Bhd. • ME Centre Sdn. Bhd. • TE Centre Sdn. Bhd. • Taiping Eye Sdn. Bhd. • ISEC Myanmar Company Limited • ISEC (Klang) Sdn. Bhd. • ISEC Specialist Eye Clinic (Melaka) Sdn. Bhd. ("ISEC Melaka")* * ISEC Melaka is considered as one centre with SSEC but operates as a separate entity. As it only commenced operations in July 2024, it is excluded from the reporting scope for FY2024 as performance data was limited. It will be included in the reporting scope from FY2025 onwards.

FY2024's Sustainability Report covers ISEC KL, SSEC, ISEC Penang, Indah Specialist, IECSB and KESB. Excluded are centres that are in the process of improving data collection systems for sustainability reporting and general practice clinics not part of the core ophthalmology business. ISEC Healthcare plans to include more centres in future reports.

SGX mandates that from 1 January 2022 onwards, an internal review on sustainability reports is required. We have our internal auditors annually review our sustainability reporting processes according to International Standards for Internal Auditing by The Institute of Internal Auditors. The review includes a risk-based assessment of sustainability governance, management, risk identification, prioritisation, climate-related disclosures and compliance with local regulations.

4. Board Statement

ISEC Healthcare strives to operate and interact with stakeholders in a transparent and sustainable manner. The Board of Directors (the "Board" or "Directors") has oversight responsibility on the management and monitoring of the material ESG matters at ISEC Healthcare and has delegated the responsibility of identifying, assessing and documenting material business risks, including climate-related risks and opportunities, to the Sustainability Steering Committee ("SSC" or the "Committee"). Thereafter, material ESG matters are reviewed and validated by the Board, striving for alignment with evolving stakeholder expectations.

In FY2024, ISEC Healthcare refreshed its materiality assessment to ensure its sustainability priorities remain relevant. As part of this process, two new material topics, "Economic Performance" and "Water", were introduced. "Economic Performance" highlights the importance of financial resilience in sustaining operations and delivering long-term value, while "Water" reflects the Company's recognition of responsible water management as a key sustainability consideration.

Alongside these updates, ISEC Healthcare has enhanced its climate-related disclosures. In FY2024, the Group reported its Scope 3 greenhouse gas ("GHG") emissions (limited to Category 7 – Employee Commuting) for the first time, providing a more comprehensive view of its carbon footprint. Furthermore, ISEC Healthcare

conducted a qualitative scenario analysis to assess potential long-term climate impacts and refreshed its climate risks and opportunities assessment to strengthen its climate resilience strategy.

ISEC Healthcare is committed to supporting long-term and sustainable growth in ophthalmology services. Its goal is to make treatment accessible and convenient for all, especially in regions with rising affluence where private eye care services are becoming increasingly affordable. Additionally, the growing reliance on technology and digital devices, combined with the aging population, is driving an increase in eye conditions, creating further opportunities for ISEC Healthcare to expand its impact.

The Group is confident in its ability to thrive in this evolving landscape by continuing to invest in technology, expertise and infrastructure. These ongoing investments support the mission to remain at the forefront of the ophthalmology field, ensuring that it is equipped to serve the growing demand for eye care services. The Group's efforts to strengthen a strong regional presence, particularly as it explores potential opportunities in new markets such as Vietnam, will further solidify its position as a trusted brand in the sector.

ISEC Healthcare is committed to promoting a diverse, inclusive, and collaborative culture. The Board recognises that a diverse board is an important element in supporting the Company's achievement of its strategic and business objectives for sustainable development. Therefore, ISEC Healthcare's Board Diversity Policy aims to enhance the decision-making process and governance of the Board through the perspectives derived from the various skills, knowledge, professional experiences, genders, ages, length of service and other distinguishing qualities of the Directors.

ISEC Healthcare strives to conduct its business responsibly and minimise its impacts on the environment and society at large. As ISEC Healthcare continues on the path towards sustainability, it maps its sustainability efforts towards the United Nations Sustainable Development Goals ("UN SDGs") Goal 3 (Good Health and Well-being), Goal 8 (Decent Work and Economic Growth) and Goal 12 (Responsible Consumption and Production). Further details of the three goals and ISEC Healthcare's efforts are explained within this Report.

The Board remains committed to integrating sustainability into ISEC Healthcare's corporate strategy, ensuring that its practices align with its core values of integrity, compassion and innovation. By continuing to improve its sustainability efforts, the Group aims to provide high-quality eye care while creating a lasting value for its stakeholders and the communities it serves.

5. Sustainability at ISEC Healthcare

5.1. Sustainability Governance

The Board provides oversight and strategic formulation to achieve ISEC Healthcare's vision and mission. The Board comprises independent, executive, and non-executive and non-independent directors with core competencies in the fields of medical, accounting and finance, legal services and other professional competencies.

The SSC assists the Board on evaluating sustainability-related matters, overseeing and monitoring the implementation of sustainability initiatives across ISEC Healthcare's operations and providing oversight on identified climate risks and opportunities.

The SSC comprises the Chief Executive Officer, Group Risk Officer, Operation/Medical Directors, Chief Financial Officer as well as the various Heads of Departments ("HODs"). The SSC drives the sustainability initiatives, ensuring that they are being carried out across the relevant departments shown in Figure 2. Data owners working alongside HODs are responsible to collate and report the sustainability performance to the SSC for review. This is then presented to the Board of Directors in the form of a Sustainability Report for review and approval.

Figure 2: Sustainability Governance Structure

Board of Directors

Chief Executive Officer

Group Risk Officer | Operation / Medical Directors | Chief Financial Officer

Head of Departments

Finance | Nursing | Pharmacy | Human Resource | Information Technology | General Admin

Collectively the "Sustainability Steering Committee"

Data owners from respective departments
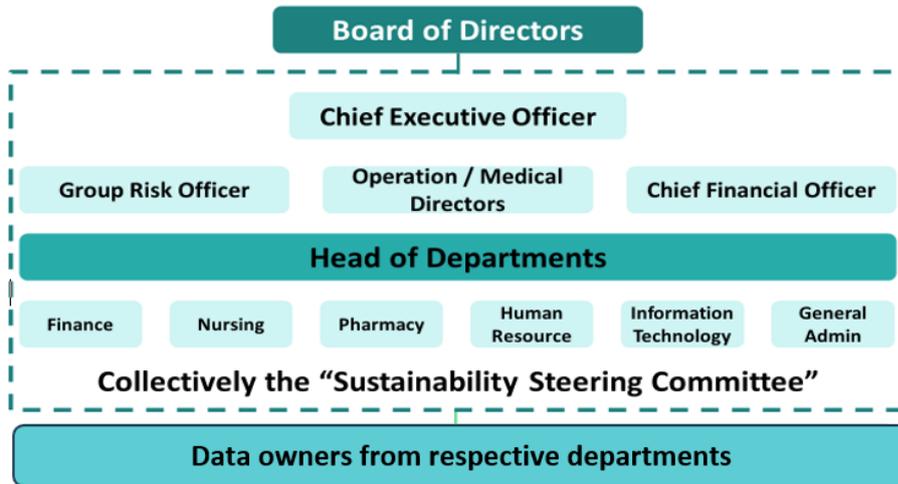
5.2. Stakeholder Engagement

Effective stakeholder engagement is fundamental to understanding each stakeholder's interests and concerns. This understanding allows ISEC Healthcare to focus on the appropriate matters and allocate resources accordingly to meet the needs of our stakeholders. At ISEC Healthcare, stakeholder interests are considered at every business decision. The Management has identified internal stakeholders (i.e., employees and workers) and external stakeholders (i.e., customers, government agencies, local communities, shareholders and suppliers) as key to our business operations. For FY2024, there were no changes to the stakeholder groups or their concerns, and our engagement approach remains aligned with our previous strategies. Our approach towards stakeholder engagement is presented below.

Table 2: Stakeholder Engagement

Key Stakeholders	Basis of identifying and selecting	Engagement Methods	Frequency of Engagement	Stakeholders' Concerns	ISEC Healthcare's Response to Stakeholders' Concerns
Customers (i.e. Patients and Visitors)	Customers' satisfaction is the key to ISEC Healthcare's business sustainability.	• Customer feedback through feedback forms • Customer reviews through Facebook pages • Customer reviews and feedback are welcomed and addressed on Google Review	• Ongoing • Ad-hoc	• Service quality • Duration of waiting time • Pricing of products and services • Treatment outcome • Delay in treatment and surgeries	• Implementation of appointment and queue system • Competitive pricing • Pre-treatment counselling • Prompt communication with patients if re-arrangement on appointments needed any postponement in surgeries / treatment
Employees and Workers	As a service provider, ISEC Healthcare's staff are the key contact to customers and business partners.	• Performance appraisal • Town hall meetings • Other ad-hoc meetings	• Semi-annual • Ad-hoc	• Career development • Remuneration • Work life balance • Job security • Safety protocols within ISEC Healthcare centres	• Performance appraisals and reward system • Coaching and training • Regular communication between Heads of Departments and staff • No retrenchment exercise • Prompt communication of safety protocols to employees
Government	Healthcare industry is highly regulated; therefore, understanding government's requirements and ensuring compliance	• Consultation with authorities • Feedback on government's policies and regulations	• Ongoing	• Compliance with rules and regulations	• Monitor relevant regulatory developments • Ensure compliance with the regulatory requirements

Key Stakeholders	Basis of identifying and selecting	Engagement Methods	Frequency of Engagement	Stakeholders' Concerns	ISEC Healthcare's Response to Stakeholders' Concerns
	is imperative to maintain the Group's operating licenses.				
Local Communities	ISEC Healthcare strives to raise awareness on eye health and contribute to local community's development	• Raising awareness through eye tests • Charity work • Educational talks and podcasts • Pro-bono teaching and training to optometrist students • Educational eye care/health videos through Social Media	• Ongoing	• Public education on eye health • Affordable treatment for eye ailments • Maintain support towards community initiatives such as eye tests and awareness talks	• Keep abreast of community interests in eye health • Facilitate interaction through online methods (i.e use of social media platforms) • Educational videos, covering topics relating to eye healthcare such as cataract, eye problems in children, glaucoma, diabetic and eye diseases and many more
Shareholders	Shareholders are essentially the owners of ISEC Healthcare and therefore an important stakeholder group in ISEC Healthcare's operations and decision-making.	• Annual General Meeting • Financial results announcements • Announcements on business development updates • Physical/virtual meetings • Emails / Feedback channels	• Annual • Quarterly • Ad-hoc	• Financial performance • Business growth • Liquidity	• Dedicated investor relations section on corporate website with access to annual reports and press releases • Announcements on SGXNet and corporate website • One-on-one or small group meetings with analysts and investors
Suppliers	Good working relationship with suppliers helps to ensure punctual supply and support at competitive prices	• Regular meetings, phone calls and email correspondences with suppliers to provide feedback on quality of products and services	• Ongoing • Ad-hoc	• Continuation of business • Promotion of products • Feedback on products	• Internal review of suppliers' deliverables

5.3. Materiality Assessment

The process of establishing material ESG matters is important as it allows ISEC Healthcare to understand stakeholders' interest, manage impacts as well as identify opportunities. It also forms the foundation for introduction of future sustainability efforts. Our sustainability process begins with an understanding of the Group's context. This is followed by the ongoing identification and assessment of the Group's sustainability-related impacts. The most significant ESG matters are prioritised for reporting, and the process involved is shown in the chart below:

| Identify | Rate | Prioritise | Validate |

ISEC Healthcare conducted its first full-scale materiality assessment in the financial year ended 31 December 2017 ("FY2017") to identify and prioritise ESG matters using internal risk registers, peer sustainability reports and the sustainability context of the healthcare industry. These matters are reviewed annually for relevance and alignment with industry sustainability. The process and results of materiality assessments from FY2017 to FY2024 are presented in Figure 3.

Figure 3: Materiality Assessment Process and Results

FY2017	From FY2018 to FY2024 (annually)
ISEC Healthcare conducted its inaugural formal materiality assessment. Seven ESG matters that were deemed material to the organisation and its stakeholders were identified and validated by the Board.	The relevance of existing ESG matters was reviewed and assessed in alignment with ISEC Healthcare's business priorities, stakeholder interests, and the sustainability context of the healthcare industry. In FY2024, a materiality review confirmed that the eight ESG matters identified in FY2023 remain aligned with our strategic priorities and stakeholder expectations. In addition to these eight material matters which are still believed to be material, two additional ESG matters, namely "Economic Performance" and "Water Management" were also deemed material and included for reporting in FY2024. As a result, a total of 10 material ESG matters (Table 3) were presented to the Board for validation and approval. The Group will consider undertaking a comprehensive stakeholder engagement and materiality assessment with both internal and external stakeholders in the coming years.

Table 3: Mapping of ISEC Healthcare's Material ESG Matters to GRI Topic-Specific Disclosures

Mapping Material ESG Matters for reporting to GRI topics		
Material ESG Matters	**Definition**	**GRI Topic-Specific Disclosures**
1. Excellent Service Quality	Offer best-in-class and safe treatment to ISEC Healthcare's patients, as evidenced by enhanced patient satisfaction and avoidance of patients' safety incidents.	GRI 416 Customer Health and Safety
2. Occupational Health and Safety	Provide for and promote the health and safety of employees, as measured by avoidance of work-related injuries, etc.	GRI 403 Occupational Health and Safety 2018
3. Security of Information and Patient Privacy	Maintain the confidentiality of patients' information including their personal information, medical records, etc. through robust IT and data protection systems.	GRI 418 Customer Privacy
4. Employee Development and Retention	Increase employees' retention and competence through training and development programmes.	GRI 401 Employment GRI 404 Training and Development
5. Corporate Governance	Manage business strategy, risk assessments and sustainability processes in order to build financial integrity, investor confidence and superior performance.	GRI 205 Anti-corruption GRI 2-27 Compliance with Laws and Regulations
6. Economic Performance	Ensure financial resilience to sustain operations and deliver long-term value. This includes efficient allocation of resources and responsible management of revenue, costs, and profits.	GRI 201 Economic Performance
7. Waste Management	Minimise waste generation through reduce, reuse, and recycle ("3Rs") efforts and safe disposal of biological waste.	GRI 306 Waste
8. Energy and Carbon Footprint	Efficient use of energy to minimise carbon footprint arising from ISEC Healthcare's operations.	GRI 302 Energy GRI 305 Emissions (Scope 1, 2 and 3 (only Category 7: Employee Commuting))
9. Water Management	Minimise water consumption and enhance conservation efforts through efficient usage and water-saving initiatives.	GRI 303 Water and Effluents
10. Diversity and Equal Opportunities	Promote diversity and equality at work within our operations.	GRI 405 Diversity and Equal Opportunities

5.4. Summary of Sustainability Performance Indicators

Material Topics and Indicators	Reporting Period	
	FY2024	FY2023
ENVIRONMENTAL		
Diesel consumption (litres)	1,823	125
Electricity consumption (kWh)	1,741,871	1,820,132
Total energy intensity (kWh / Revenue '000)	23.5	26.0
Scope 1 emissions (tCO$_2$e)	5.0	0.3
Scope 2 emissions (tCO$_2$e)	1,123.2	1,173.6
Scope 3 emissions (tCO$_2$e)	162.9	N.A.
Total GHG emissions (tCO$_2$e)	1,291.0	1,173.9
GHG emissions intensity (tCO$_2$ / Revenue '000)	0.017	0.017[2]
Clinical waste generated (tonnes)	6.1	6.1
Waste recycled (kg)	520[3]	1,670
Water consumption (m^3)	2,631	N.A.
SOCIAL		
Employees		
• Male	44	46
• Female	245	231
• Full-time	287	275
• Part-time	2	2
• Number of new hires	61	52
• Number of turnover	49	25
Average training hours per employee	10.6	8.6
Employees receiving annual performance review (%)	100%	100%
Cases of work-related injuries, accidents, and fatalities	0	0
Needle prick incidents	0	5
Number of reportable cases of non-compliance regarding health and safety impacts of products and services	0	0
GOVERNANCE		
Number of reportable cases of noncompliance in relation to the Code of Corporate Governance 2018	0	0
Number of substantiated breaches of customer privacy and leaks thefts or losses of customer data	0	0

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[2] Restated to ensure consistency in calculation method, aligned with GRI methodology.
[3] Refer to Section 9.3 for explanation of the significant decrease in amount of waste recycled.

5.5. Contributing to the UN Sustainable Development Goals

The Sustainable Development Goals ("SDGs"), set in 2015 by the United Nations, calls for a collective global effort towards ending poverty, promoting prosperity and protecting the environment. These 17 global goals cover a broad range of social, environmental, governance and social justice considerations. Businesses have been called upon to take charge as they play a vital role in each country's progress towards achieving these goals.

As a healthcare service provider, many of ISEC Healthcare's sustainability measures are inherently aligned with sustainable development goals; especially for SDG 3: *Good Health and Well-Being*, SDG 8: *Decent Work and Economic Growth* and SDG 12: *Responsible Consumption and Production*.

Table 4: ISEC Healthcare's Measures of Sustainability Development Goals

3 GOOD HEALTH AND WELL-BEING	**8 DECENT WORK AND ECONOMIC GROWTH**	**12 RESPONSIBLE CONSUMPTION AND PRODUCTION**
Good Health and Well-Being	*Decent Work and Economic Growth*	*Responsible Consumption and Production*
Ensure healthy lives and promote well-being for all at all ages	Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all	Ensure sustainable consumption and production patterns
How ISEC Healthcare is working towards the goals		
Raising public awareness on good eye health and early detection through preventive treatment methods and eye health checks	Decent work for employees and workers in a safe environment	Standard Operating Procedures ("SOPs") on waste management were developed in strict accordance with government regulations
Doctors' participation in symposiums, clinical trials, development of eye care technology	In-house certified trainers and external training for all	Advocating 3Rs behaviour through bag-free Saturdays across various centres
Physical and online talks, podcasts, and virtual awareness topics such as diabetic retinopathy and glaucoma-related topics.	Provision of complimentary updated influenza vaccination for all employees	Replacement of conventional light fittings to LED
Provided consultation to patients in Myanmar	Performance-based promotions for suitable employees	Refurbishment of existing medical equipment such as replacing faulty lamps, parts of the microscope and tonometer [4] across centres instead of purchasing new units
Relevant Material Matters		
• Excellent Service Quality (Pg. 16-18)	• Diversity and Equal Opportunities (Pg. 19-21) • Employee Development and Retention (Pg. 21-24) • Occupational Health and Safety (Pg. 24-26)	• Energy and Carbon Footprint (Pg. 29-34) • Waste Management (Pg. 35-36) • Water Management (Pg. 36)

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[4] A tonometer is an instrument used to determine the pressure inside the eye and the test conducted helps to check for glaucoma.

Aligned with its commitment to SDG 3: *Good Health and Well-Being*, ISEC Healthcare continues to expand its efforts in promoting accessible eye care and medical education. The centres actively collaborate with industry partners such as AbbVie, DKSH, Santen Pharmaceutical, IDB VisionCare, Brighton Optix and Roche to provide complimentary eye screening services in conjunction with World Sight Day (since 2015) and World Glaucoma Day (since 2010), except in 2020 and 2021, when Malaysia was affected by the COVID-19 pandemic. In addition to these initiatives, our doctors participate in charitable eye screening programs, extending essential eye care services to underserved communities.

In FY2024, we continued our ongoing initiative of hosting clinical attachment students from both local and overseas universities. We also donated glasses from post-refractive laser surgery patients who no longer needed them to underprivileged children and families. Additionally, our doctors continue to participate in eye screening programs, including for charity and dedicated screenings for children. Beyond patient care, our doctors also remain actively engaged in knowledge-sharing through physical and virtual conferences and seminars, both as speakers and educators, furthering our Group's mission to support fellow medical professionals and nurture medical students. More details are highlighted in the Case Studies below.

Case Study 1: World Sight Day 2024

Each year, we organise events on World Sight Day to raise public awareness of eye health and inculcate good eye habits like regular eye examinations to allow early detection and early treatments to prevent deterioration of existing conditions.

In FY2024, free eye screenings and consultations for all ages, from children to elderly, were conducted by our staff. Additionally, ISEC KL's Medical Director and Paediatric Ophthalmologist gave a public talk on "Eye Health in Children", highlighting the importance of early detection, prevention and proper eyecare for young patients.

Left: Poster for World Sight Day event; Central and Right: Eye screening for patients

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Case Study 2: World Glaucoma Week 2024

In conjunction with World Glaucoma Week, complimentary eye screenings and consultations were provided to members of the public who were 40 years and above. These efforts aim to raise awareness of glaucoma, enable early detection and prevention of vision loss.
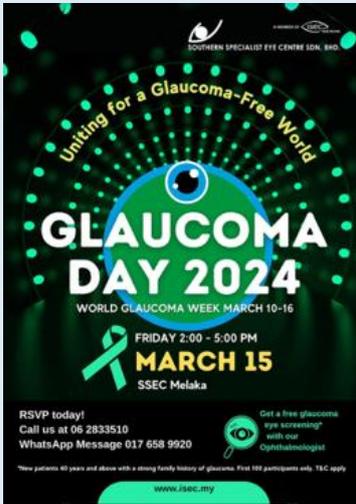
Left: Poster for World Glaucoma Week event; Central and Right: Eye screening for patients

Case Study 3: Soroptimist International of Pearl of the Orient ("SI Pearl") Cataract Program

ISEC Penang collaborated with House of Hope Penang, a non-governmental organization supporting low-income families through its aid programmes, to provide free eye screenings and consultations for patients in need of cataract surgery. ISEC Penang's Consultant Ophthalmologist volunteers for this initiative annually, and this year, the programme received additional support from SI Pearl, which played a key role in identifying patients requiring cataract surgery but lacked the financial means for it. A generous donation from a member of SI Pearl raised the necessary funds that were able to cover 10 cataract surgeries.

Above: A patient who received the cataract surgery

Case Study 4: ISEC Glaucoma Symposium 2024

On 16 November 2024, ISEC Healthcare successfully hosted the Glaucoma Symposium, a one-day event covering all essential aspects of glaucoma. Designed for healthcare providers from all levels, the event provided a comprehensive overview – from fundamental diagnostics and investigations to the management of various forms of glaucoma, complications as well as complex case discussions. The symposium ran successfully, drawing over 200 participants from leading healthcare centres, academic institutions and industry partners worldwide who engaged in an insightful and enriching day.

Above: Snippets of the symposium

# 6. Social: Providing World-class Service to Our Patients

6.1. Excellent Service Quality

As a one-stop speciality medical eye care service provider, ISEC Healthcare remains committed to providing high-quality and world-class services, with integrity and compassion to the community. We have a team of high calibre and experienced ophthalmologists, possessing extensive knowledge through numerous clinical experiences in the trainings and past clinical appointments at renowned eye centres in Singapore, Australia, United Kingdom and the United States.

Dedicated personnel at each of the centres are appointed to oversee the Patient Complaint, Grievance and Feedback Procedure. It guides employees on the necessary steps to be taken in resolving grievances or complaints received from patients or next-of-kin in a timely, reasonable and consistent manner. Figure 4 outlines the key steps taken from the receipt of a complaint to the conclusion of the case.

Figure 4: Patient Complaint, Grievance and Feedback Procedure

Receipt of compliant or grievance.

⬇

Staff and providers at point of care to acknowledge and attempt to resolve.

⬇

Unresolved complaints will be escalated to the supervisor or manager.

⬇

Should grievance remain unresolved, it will be directed to the clinic manager for review, who will reach out to the relevant Head of Department.

⬇

ISEC Healthcare targets to respond to the patient within 30 working days upon receiving a grievance. After which the case will be stored as records.

In FY2024, we continue to collect feedback through Google Reviews for our centres. This is to serve as a consistent measurement for our centres to adhere to and to make our customer satisfaction data more readily available to both customers and stakeholders of ISEC Healthcare. In addition, the Group will proactively solicit feedback/review from the patients and strive to provide high-quality services to meet customer's expectation and promote their satisfaction in the future.

Table 5: Google Reviews Results for ISEC Healthcare's centres

Centre	Google Rating (★ out of 5)	Total Number of Reviews
ISEC KL	4.3★	730+ reviews
SSEC	4.6★	150+ reviews
ISEC Penang	4.3★	190+ reviews
Indah Specialist	4.5★	320+ reviews
IECSB	4.8★	410+ reviews
KESB	4.7★	80+ reviews

Targets and Performance

Focus Areas	FY2024 Performance	FY2025 Target and Beyond
Service Quality and Patient Satisfaction	SSEC, Indah Specialist, IECSB and KESB have achieved a rating of 4.5 or higher ISEC KL and ISEC Penang have achieved a rating of 4.3 or higher	To maintain Google Review ratings of: SSEC, Indah Specialist, IECSB, KESB: at least 4.5 ISEC KL and ISEC Penang: at least 4.3
Customer Health and Safety	Zero (FY2023: 0) reportable cases of non-compliance regarding health and safety impacts of products and services	Zero reportable cases of non-compliance regarding health and safety impacts of products and services

Highlight: Positive and negative quotes received from Google Reviews and/or feedback forms.

All feedback from Google Reviews is collated and reviewed by the respective Centre's Manager and/or Customer Service team, with the Medical Director kept in the loop when necessary. The feedback, be it positive or negative, is discussed and when necessary, the required improvements or changes are made. We have established a reporting structure for addressing patient feedback collected during the Reporting Period to further investigate and manage feedback and concerns raised by our valued patient effectively. If we can contact the patient, a call will be made to the patient to better understand the issue the patient had experienced before further investigations into the root cause and attempt to resolve the matter. We also bring up all case studies to our concerned staff so as to allow them to explain the situation. In the event they are unable to handle the situation, the case will be escalated to the Centre Manager or the Medical Director and the medical doctor-in-charge.

MayLi Phillips
8 reviews · 4 photos

★★★★★ 5 months ago

I had the Phakic ICL procedure done with Dr Alan. He was very friendly and helpful in answering any questions or concerns I had and his cool demeanour kept me calm before and during the procedure. The procedure itself was slightly uncomfortable but very quick and not painful at all.

The staff and nurses were also great throughout the process, very friendly and professional.

I'm delighted with the experience I had and would recommend ISEC wholeheartedly. A huge thank you to Dr Alan, Dr Tsiang and the team at ISEC.

Ravina kaur Dhillon
4 reviews · 1 photo

★☆☆☆☆ 5 months ago

I don't want to review anything on this clinic but I'm so disappointed
If you don't make appointments doesn't means you don't pay the bills or services is free
But honestly the treatment given to us is worse and no one cares
Not even care to check on the patients who's waiting here (like me 2hrs & 30mins)
Worse service ever provided by a eye specialist 😡

👍 2   ⪦ Share

Response from the owner 4 months ago
Dear Ravina,
Thank you for sharing your feedback with us. We sincerely apologize for the long wait and any inconvenience caused during your visit. At Indah Specialist Eye Centre, we strive to provide prompt and professional care to all our patients, and it's clear that we missed the mark in your experience.

Your concerns are important to us, and we take them seriously. We would like to learn more about what happened and work on improving our services. Please feel free to contact us directly at info@indaheye.com, so we can personally address your concerns and ensure a better experience in the future.

Thank you for bringing this to our attention, and we hope to have the opportunity to make things right.

Indah Johor.

Left: Example of a positive review on Google Reviews for ISEC Penang
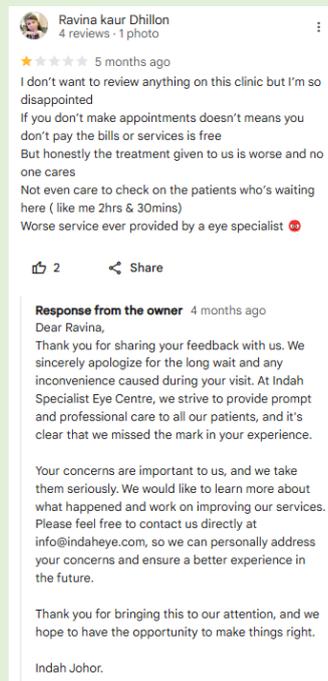
Right: Example of a negative review on Google Reviews for Indah Specialist

6.2. Supply Chains of ISEC Centres

In FY2024, the supply chain of the centres comprised 709 suppliers (FY2023: over 704 suppliers) including those providing medical supplies such as lenses, consumables, medical equipment, medications, laboratory services, third-party cleaners and licensed waste management contractors across all centres for medical waste disposal.

Suppliers are screened and assessed against stringent criteria before engagement. Product certifications and quality assurance encompass passing the performance tests and quality assurance tests with the authorised parties (such as Scientific and Industrial Research Institute of Malaysia and International Organisation for Standardisation). All medications are also required to be registered with Malaysia's Ministry of Health.

Regular suppliers and annual service providers undergo an annual evaluation based on quality, communication, timeliness of delivery and support provided. An Approved Vendor List ("AVL") is maintained and regularly updated based on the results of the screening and annual evaluation. Should there be any lapses in quality, suppliers may face immediate termination. Additionally, the centres organise joint activities with suppliers as part of our efforts to contribute to the community, such as conducting diabetic retinopathy campaign, free eye screening tests, eye-health awareness talks and campaigns.

As part of business continuity planning and mitigating the risk of disruptions to the supply chain, the following preventive actions are carried out to minimize the impact on clinic workflow and patient care:

1. Sourcing alternative products and suppliers either locally (from Malaysia) or from other countries.
2. Proactively stocking up on products and supplies in advance when suppliers provide early warnings of potential shortages.
3. Increasing stockholding capacity of up to six months (for certain medications).
4. Providing for longer lead times when setting up new facilities to manage potential delays in the shipment of new equipment.
5. Across our existing facilities, we have routine planned maintenance for our existing machines, and vendors will provide temporary replacements while our existing machines are being repaired or undergoing maintenance, thereby mitigating operating risks.

7. Social: Developing a High-Performing Workforce

7.1. Diversity and Equal Opportunities

Employees are core to every business and essential to ensure that the Group continues delivering excellent service quality and maintaining market leadership in private ophthalmology. We value a culture that respects differences, advocates for equality in opportunities and encourages growth and development that helps every employee in reaching his/her full potential. In line with this, we strive to provide a work environment for employees that fosters fairness, equality and respect for social and cultural diversity, regardless of their gender, age and educational background. As such, ISEC Healthcare strives to attract and retain highly qualified and experienced specialist doctors, management, clinical staff and infrastructure support staff.

The ratio of male and female employees for the centres remained consistent in FY2024 and FY2023, with majority of employees holding permanent and full-time positions. In FY2024, there were a total of 29 non-employee workers[5] (FY2023: 52[6] across all centres) employed for general cleaning services, waste disposal and

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[5] Non-employee workers are excluded as they work on ad-hoc basis. Non-employee workers include all workers who are not employees but whose work and/or workplace is controlled by the organisation. This also includes workers who are not employees and whose work and workplace are not controlled by the organization, but the organization's operations, products or services are directly linked to significant occupational health and safety impacts on those workers by its business relationships. Examples include third-party cleaners, security guards and contractors.

[6] Restated due to correction.

medical equipment maintenance across the centres. The breakdown of employees' profile by gender, employment contract, type and category are shown in Figure 5.

Figure 5: Breakdown of Employee by Gender, Age, and Employment Category

FY2024
(289 Employees)

44, 15%

245, 85%

■ Male ■ Female

FY2023
(277 Employees)

46, 17%

231, 83%

■ Male ■ Female

FY2024

39, 14%

79, 27%

171, 59%

■ Age <30 ■ Age 30-50 ■ Age >50

FY2023
(Restated)#

30, 11%

84, 30%

163, 59%

■ Age <30 ■ Age 30-50 ■ Age >50
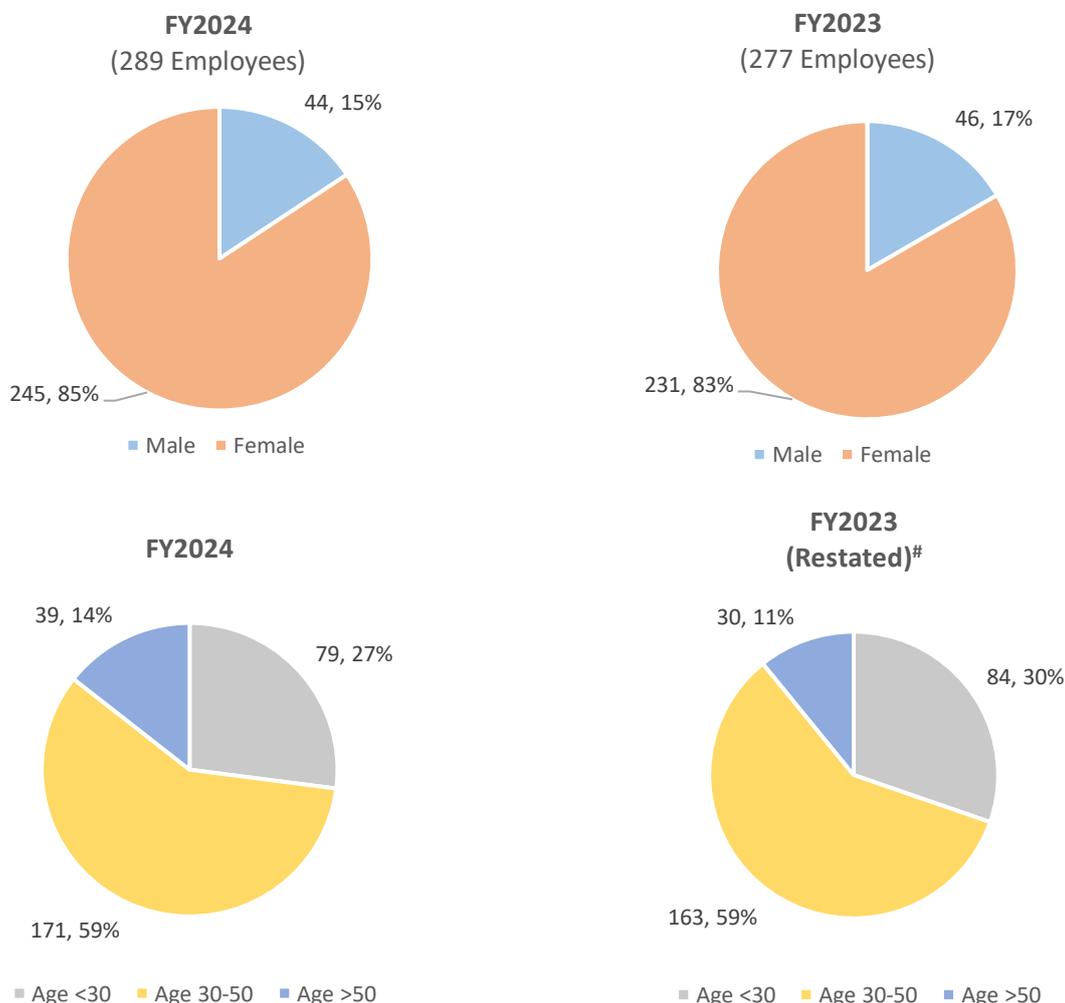
Employment Contract	FY2024		FY2023	
	Male	Female	Male	Female
Permanent	44	245	46	231
Temporary	0	0	1	1
Employment Type[7]	**FY2024**		**FY2023**	
	Male	Female	Male	Female
Full-Time	44	243	46	229
Part-Time	0	2	0	2

Restated due to correction of a labelling error.

[7] Consists of permanent full-time employees whose working hours per week are defined according to national law and permanent part-time employees who are under a contract of service to work less than a number of hours a week defined by the relevant authorities.

FY2024

35, 12%
22, 8%
107, 37%
125, 43%

FY2023 (Restated)#

32, 12%
20, 7%
100, 36%
125, 45%

■ Non-executive/Executive ■ HOD ■ Manager/General Manager ■ Doctor
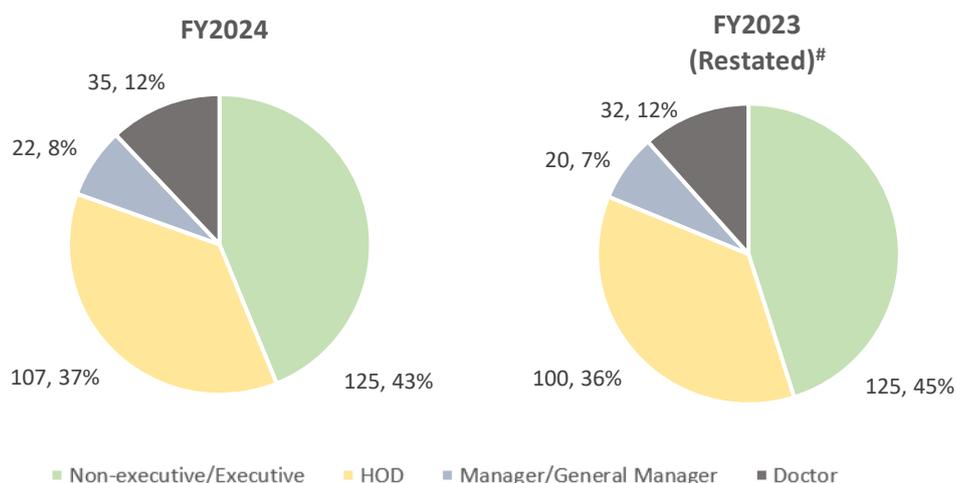
ISEC Healthcare continues to ensure the job security of its employees. There were no manpower restructuring or retrenchment exercises during the year.

We have adopted a Board Diversity Policy as we view diversity at the Board level as an essential element in supporting sustainable development, and we believe that a diverse Board helps enhance decision-making capability as well as overall performance of the Company. Currently, the Board consists of 4 male directors and 2 female directors, of which 67% male representation and 33% female representation.

7.2. Employee Development and Retention

ISEC Healthcare strives to equip its employees with adequate training, cultivating a culture of continuous learning and development. We also take progressive steps to develop and implement policies and staff engagement programmes that aim to drive retention and to help employees build long-term and fulfilling careers with us. With a high-performing and motivated workforce, employees can better adapt to the changing market, which allows ISEC Healthcare to remain relevant in the competitive medical industry.
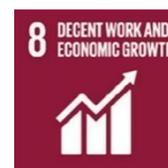
Key statistics on new hires and employee turnover are as follows:

Disclosures	FY2024		FY2023	
	Number of new hires	Number of turnovers	Number of new hires	Number of turnovers
Gender				
Male	9	11	7	3
Female	52	38	45	22
Age				
Below 30	36	19	29	12
30 to 50	23	28	23	12
Above 50	2	2	0	1

The respective Centre Managers at each centre are responsible for overseeing the learning and development programmes for staff across all centres, except for ISEC KL, and assist medical staff in fulfilling their Continuous Professional Development ("CPD") requirements for renewal of their respective licenses under the respective Medical Regulations 2017 for doctors and Provisions in the Nursing Act 2015 for nurses. For ISEC KL, the Human Resource ("HR") department is in charge of staff's learning and development. In FY2024, all doctors and medical staff attended their training to fulfil the CPD requirements by the respective medical associations to maintain their licenses.

We place utmost emphasis on employees' personal growth and development and hence we provided subsidies for qualified employees to pursue skills training and education for the advancement of our employees. Throughout the year, the Centre Managers or HR department from the respective centres organised various

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Restated due to correction of a labeling error.

training programmes, on-the- job trainings, and other career counselling activities. Key statistics in relation to training hours provided for our employees are as follows:

Disclosures	FY2024	FY2023
Total training hours	3,058	2,353
Average training hours per employee	10.6	8.6
Average training hours per male employee	14.3	11.5
Average training hours per female employee	9.9	8.0

To encourage continuous and proactive learning, a 'Training Needs Identification' form is made available to employees for which requests can be made to enrol themselves into specific courses relevant to their job scopes.

Table 6: Types of Training Programmes

Types of Training Programmes	Examples
Technical (medical-related)	- Cardiopulmonary Resuscitation ("CPR") Training - Subjective Refraction Techniques - A Glimpse into the Future of Aflibercept - Medical Tools/Devices Workshop - Basic Life Support Training - Medical Devices Demo Workshop - Accelerated One Day Phlebotomy Workshop - The 39th Asia Pacific Academy of Ophthalmology Congress - Infection Control - Medico Legal for Nurses - Advanced electrocardiogram ("ECG") Interpretation
Technical (non-medical related)	- Coding & Billing for Ophthalmology Cases - AIA Data Digitisation B7 │ Electronic Pre-Authorization Form - Briefing on HRD Corp Products, Levy. Grant & Claim - Refresher Provider Training on Power Pack Case Handling on Hospital Portal - Mastering Payroll Administration & Calculation 2024 Budget and Tax Conference - Handling Full Sets of Accounts - Leadership and Managing Staff at Work - Accounting and Invoicing - Deferred Tax - Power BI Training - E-Invoicing: Overview and Implementation Challenges Seminar
Soft skills	- Performance Management & Appraisal Skills - Business English Communication @ Work - Rootcause Analysis (For Beginners) - The 7 Habits of Highly Effective People for Successful Leadership - Leadership in Managing Difficult Employees - Pengurusan Stor, Gudang & Inventori yang Berkesan - Leadership Skills for Supervisors, Executives & Managers - Kemahiran Kepimpinan untuk Penyelia & Team Leader - Business Intelligence with PowerBI
Onboarding	- Two-day General Induction Program and On-the-Job Training (Includes Training on Anti-corruption) at ISEC KL - One-day Induction Program for new employees and subsequent job trainings at SSEC and ISEC Penang

In FY2024, our doctors have held Continuous Medical Education ("CME") talks for employees, covering various topics on eye diseases and treatment methods. The following table shows the types of CME talks that were held during the year.

Table 7: Types of CME talks for employees

Date	Speaker	Topic	No. of Participants
13-01-24	Siti Sauodah Binti Abdul Rani	Safe Handling and Disposal of Clinical Waste	10
16-02-24	Ms Beryl	Your MIGS Choice Matters: Hydrus Microstent	10
13-03-24	Ms Christa	Demo on ERBE VIO 100C Diathermy Machine	10
04-04-24	Ms Mae Yin	The Role of Fluid in Driving Treatment Decisions	28
20-05-24	Teleon	Introduction of Quantum Lens	28
07-06-24	Alcon	Introduction of Claron Lens	32
14-06-24	Dr Ivan	Dry Eye Treatment	26
30-08-24	Ms Ying Huey, Ms Maggie	Luxsmart & Isopure Product Briefing	31
07-09-24	Dr Chan Suet Mei	SILK vs Femto-Lasik	15
19-10-24	Dr Jane Foo Mei Li	Retinal Detachment	14
19-11-24	Amy Koay	Something New is coming – Technis Family of IOLs	31
13-12-24	Bausch & Lomb	Introduction of Luxsmart Lens	28

During the Reporting Period, we have also provided critical medical trainings and conducted virtual seminars, other activities such as participation in clinical trials, teaching activities and clinical attachments for our employees.

100% of confirmed employees across the centres went through the annual performance appraisal in FY2024. Results from the evaluation were used to facilitate discussions, highlighting strengths and areas for improvement. These will help in employees' development plans for the forthcoming year as well as exploring relevant future training programmes.

Key Performance Index

Employees will be evaluated based on two separate metrics:

(i) Professionalism (Knowledge and Personal Attributes)
(ii) Soft Skills (Communication and Personal Grooming)

Based on the results, the appraiser has an open discussion with the appraisee on strengths and areas for improvements.

Employee Development Plan

Based on the discussion with the appraiser, the employee will prepare a plan to capture their learning needs and goals for the upcoming year.

HODs will review this plan with the employee, provide suggestions to refine the plan and/or propose suitable training programs for the employee.

Targets and Performance

Focus Area	FY2024 Performance	FY2025 Target and Beyond
Training and Development	Average training hours per employee increased to 10.6 hours (FY2023: 8.6). Doctors and medical staff fulfilled CPD requirements	Maintain average training hours per employee Continue to ensure that all employees fulfil their CPD requirements to maintain their licenses
	100% of employees (FY2023: 100%) from 6 centres received annual performance review from their supervisors	Maintain 100% performance reviews for eligible employees

7.3. Occupational Health and Safety

Occupational health and safety ("OHS") is a top priority at ISEC Healthcare. All the centres have implemented the required Health and Safety polices, in compliance with the Ministry of Health and Infection Control Precautions and Occupational Safety & Health Act 1994, as detailed in Table 8. The Group has put in place additional safety protocols and the COVID-19 Pandemic Mitigation SOP to ensure that ISEC Healthcare continues to provide and maintain a safe environment for all employees, patients and visitors.

Table 8: List of Occupational Health and Safety Policy

Facility Management and Safety ("FMS") Policy	Facility and Environment Inspection Policy	Emergency Plan	Fire Safety Policy	Personal Protection Equipment ("PPE") policy
This policy comprises guidelines on proper facility management and safe practices which includes handling and disposal of clinical waste, measures to enhance physical security of buildings and conducting facility inspections. Employees are required to report any unsafe acts, conditions as well as occupational injuries.	This policy provides guidelines on ensuring safety of patients, their families, staff, and visitors. It also covers facility inspection on entrances and exits; cleanings; Common Electrical Safety Measurement and Medical gases storage.	This policy outlines the actions to be taken in the event of disaster or emergencies such as unpredicted power supply, natural disasters, and internal disasters such as building structural collapse, explosions, fire, floods, chemical spills, and bomb threat to ensure the continuity of operations and patient care.	This policy outlines the roles and responsibilities of Management and employees to achieve compliance with best fire safety practices. This is to secure the safety and wellbeing of everyone within ISEC Healthcare.	This policy outlines the standards and procedures associated with the use of PPE for infection prevention and control, ensuring all staff understand when to use PPE, what PPE equipment is available, where to access it, and how to safely don and remove it.
All OHS related policies and procedures are documented and accessible by all employees via ISEC Healthcare's intranet.				

An incident reporting channel is available across all centres, enabling employees to report safety incidents. Upon receiving a report, the Operations and Clinical Heads of Department (HODs) coordinate with relevant departments to resolve the issue and implement corrective actions to prevent recurrence.

All new employees are required to attend mandatory induction training covering occupational health and safety (OHS) policies and job-relevant standard operating procedures ("SOPs"). The training includes the 8 Elements of Infection Control, emphasizing personal hygiene, proper use of personal protective equipment (PPE), clinical and sharps waste management, and appropriate medical attire. Specialized training, such as administering cytotoxic drugs (e.g., mitomycin) and handling spills safely, is also conducted for applicable staff. ISEC Healthcare's SOPs align with the Ministry of Health Malaysia's Guidelines on Chemical Management in Health Care Facilities.

Employee health and well-being initiatives, such as staff gatherings, fitness sessions and health talks, are regularly organized to encourage a healthy lifestyle.

ISEC Healthcare has maintained accreditation by the JCI in Ambulatory Care since 2009, signifying that its patient safety practices and healthcare quality meet JCI's rigorous requirements. ISEC KL has consistently maintained its JCI accreditation and successfully achieved its most recent reaccreditation in March 2022. The Group is currently in the process of renewing its accreditation.

Table 9: Occupational Health and Safety practices

Practices to Ensure Occupational Health and Safety		
	Emergency preparedness	• Participate in annual fire drills held by landlord at ISEC KL
	Routine checks and inspections	• Yearly air particle checks in Operating Theatres across all centres • Annual water sampling test for tap water and water dispenser at ISEC KL, ISEC Penang and Indah Specialist
	Employee wellbeing	• Free updated influenza vaccination for employees at ISEC KL and SSEC • Regular employee engagement to promote staff health and wellbeing at ISEC KL and ISEC Penang
	Audits	• Audits are conducted once every two years by Ministry of Health for renewal of medical certification
	Employee Health Promotion	• Health insurance provided for employees across all centres except for IECSB and KESB, where employees are compensated directly in monetary form instead • Reimbursement of medical fees for employees seeking treatment for respiratory infections

Targets and Performance

Focus Area	FY2024 Performance	FY2025 Target and Beyond
Occurrences of work-related safety incidents	Zero cases (FY2023: 0) of work-related injuries, accidents, and fatalities	Zero cases of work-related injuries, accidents, and fatalities
	Zero (FY2023: 5) needle prick incidents	Zero needle prick incidents

In FY2024, there were zero cases of work-related fatalities and high-consequence[8] injuries recorded for our employees, and the same observed for our non-employee workers across all centres. There were also no needle prick incidents in FY2024. We have implemented preventive measures to eliminate the risk of needle prick incidents including re-educating our staff on the safe use and handling of sharp waste, performing quarterly audits by the infection control team, conducting CME awareness of sharp injuries and safe handling practices.

Figure 7: ISEC Healthcare's procedures of sharp injuries and safe handling

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[8] High-consequence work-related injury refers to work-related injury that results in a fatality or in an injury from which the worker cannot, does not, or is not expected to recover fully to pre-injury health status within six months.

8. Governance: Corporate Governance

Stakeholders place their trust in an organisation to conduct its business responsibly to achieve long-term and stable growth. Effective corporate governance is vital in managing the risks and opportunities faced by the organisation. Under the stewardship of the Board, the corporate governance framework serves to guide the Group in conducting businesses responsibly and to steer away from any potential improprieties while enhancing our reputation and credibility to all stakeholders. ISEC Healthcare has a suite of policies which guide all employees on appropriate business conduct. These include Policy for Securities Trading, Policy for Interested Persons Transaction as well as the Whistle-blowing Policy. Recognising the importance of anti-corruption, Anti-Bribery & Corruption Awareness Training was conducted for staff across all the centres in line with the introduction of the Malaysian Anti-Corruption Commission ("MACC") Act A1657. Additionally, there have been no confirmed incidents of corruption reported during the Reporting Period, reflecting the Group's commitment to upholding ethical business practices.

Figure 8: ISEC Healthcare's Vision, Mission, and Values

For more details on our Corporate Governance principles and practices, please refer to ISEC Healthcare's 2024 Annual Report, "Report on Corporate Governance" section.

Targets and Performance

Focus Area	FY2024 Performance	FY2025 Target and Beyond
Corporate Governance and Regulatory Compliance	Zero reportable cases (FY2023: 0) of non-compliance in relation to the Code of Corporate Governance 2018 and any other regulatory requirements	Zero reportable cases of non-compliance in relation to the Code of Corporate Governance 2018 (on a comply-or-explain basis), as well as other regulatory requirements

8.1. Enterprise Risk Management

Effective risk management is fundamental for ISEC Healthcare to achieve continued success in its business operations. ISEC Healthcare's Risk Governance and Internal Controls Framework Manual was designed to align risk governance and internal control framework with the strategic vision and objectives of the Group. The Management is required to adhere strictly to the various risk management policies set out in the manual (Figure 9).

8.2. Protection of Personal Data and Security of Information

ISEC Healthcare realises the growing importance of the protection of personal data and security of information amid advancements in ICT. This remains crucial amid the transition out of remote working and the return to normal office environments. The Group continues to maintain a robust IT framework which identifies relevant risks and implements the appropriate mitigation actions.

Guided by the principles of Malaysia's Personal Data Protection Act ("PDPA"), the Group has in place a PDPA policy which is applicable to employees across all centres.

The designated Data Protection Officer ("DPO") that is based in ISEC KL is responsible for ensuring compliance with the Group's PDPA policy across all centres in Malaysia. Any query or request from individuals in relation to ISEC Healthcare's data protection policies, practices, or grievances regarding potential breaches can be filed through email to the DPO.

Figure 9: Risk Governance and Internal Control Framework Manual Content

- Code of Ethics
- Risk Appetite and Risk Tolerance Guidance
- Authority and Risk Control Matrix
- Key Control Activities
- Key Reporting and monitoring Activities

Figure 10: The seven principles of Malaysia's PDPA Act 2010

Principle 1	General Principle
Principle 2	Notice and Choice Principle
Principle 3	Disclosure Principle
Principle 4	Security Principle
Principle 5	Retention Principle
Principle 6	Data Integrity Principle
Principle 7	Access to Personal Data

Similarly, ISEC Healthcare in Singapore is guided by Singapore's own PDPA. A designated DPO oversees compliance with the Act, ensuring that personal data is collected, used, and disclosed in accordance with regulatory requirements.

Doctors are granted access to their patients' medical records on a need-to-know basis. ISEC Healthcare continues to employ various IT controls and procedures to safeguard its systems against cyber security threats. The IT team ensures that systems and servers undergo regular update and maintenance, equipped with firewalls and antivirus software. Remote access to our IT systems is only granted to a small group of infrastructure staff who are working from home. Doctors and clinical staff do not have remote access to the IT system.

All employees are required to read and sign off on the PDPA policy upon induction. Throughout the year, good practices and physical security measures are shared among employees. Certificates and posters displayed at our centres assure patients that we remain compliant with PDPA. In Malaysia, employees are updated on the latest regulatory requirements through courses conducted by the Department of Protection of Personal Data.

Targets and Performance

Focus Area	FY2024 Performance	FY2025 Target and Beyond
Customer Privacy	Zero (FY2023: 0) known complaints concerning breaches of customer privacy and no known cases of identified leaks, thefts, or losses of customer data	Zero substantiated breaches of customer privacy and no cases of leaks, thefts, or losses of customer data

9. Environment: Caring for the Environment

9.1. Energy and Carbon Footprint

Energy security is extremely critical in ensuring service quality and patient safety. It is required by law that areas such as operating theatres and drug storage sites have to be air conditioned 24/7. Across all centres, we have an Uninterruptible Power Supply ("UPS") which provides a continuous power supply for equipment even during a power failure and to protect it against power surges. In the event of a power outage, the UPS acts as a temporary energy source until the generator set kicks in. An annual preventive maintenance inspection is conducted to ensure the system is operational.

In FY2024, ISEC Penang, IECSB and KESB have replaced 100% of their downlights with LED to improve energy efficiency and consequently improving our carbon footprint posture. ISEC KL, SSEC and Indah Specialist have also embarked on this initiative, with ISEC KL and SSEC having replaced 85% of their total downlights and Indah Specialist having replaced 70%. The Group anticipates all existing downlights to be replaced by LEDs as soon as the downlights are no longer functional.

In support of Earth Hour, an initiative by the World Wide Fund For Nature ("WWF") to raise awareness about climate change, we participated in this movement once again in FY2024 and ensured that all non-essential lights were switched off for 1 hour in our centres and office.

A potential downside that ISEC Healthcare has identified on Energy Consumption and Carbon Footprint is the environmental impact of its electricity consumption. As a healthcare provider, the nature of our operations is inherently energy intensive, given the need for specialized equipment, diagnostic machines, and controlled environments. However, the high use of electricity negatively impacts the environment as Malaysia's electricity is mainly generated using coal and natural gas. Electricity generated from coal and natural gas emits carbon dioxide to the atmosphere. We have taken steps to mitigate our carbon footprint, these include switching off air conditioning in general areas and to turn off computers and lights after operating hours. However, there are certain areas that require constant air conditioning, such as operating theatres and imaging rooms with diagnostic machines and our IT server rooms. We are also planning to install solar panels to reduce our reliance on non-renewable energy sources and lower our overall carbon footprint, contributing to a more sustainable energy mix for our operations.

Targets and Performance

In FY2024, the total electricity consumption across all centres was 1,761,871 kWh (FY2023: 1,820,132 kWh) equivalent to the energy consumption of about 384 (FY2023: 402) Malaysians in a year[9]. This slight decrease aligns with a nearly 1% reduction in consultations (FY2024: 155,182 vs FY2023: 156,575). In addition, we have ongoing energy-saving measures in place such as switching to LED lighting, replacing older air-conditioning units with more energy efficient models, maintaining air-conditioning temperatures at 23-25°C, and ensuring that appliances and lights are turned off after clinic hours. We will continue to monitor our electricity consumption trends and explore further opportunities to improve energy efficiency where appropriate.

ISEC Healthcare's primary emission sources in FY2024 include diesel for backup generators, gasoline for company vehicles (Scope 1), purchased electricity (Scope 2 Emissions) and employee commuting (Scope 3 Emissions). Overall GHG emissions in FY2024 have increased. This is attributed to the inclusion of more centres in the Scope 1 accounting (ISEC KL, SSEC, ISEC Penang, IECSB and KESB) compared to two centres in FY2023 (SSEC and ISEC Penang only) as well as the inclusion of Scope 3 emissions (only Category 7) for FY2024 reporting.

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[9] This information is based on Malaysia Energy Statistics Handbook 2018 which reports an average of consumption of 4,533 kWh per Malaysian in 2016.

Key statistics on energy consumption and GHG emissions are as follows:

Performance Indicator	Unit of Measurement	FY2024	FY2023 (Restated)
Energy consumption			
Diesel consumption	Litres	1,823	125
Electricity consumption	kWh	1,741,871	1,820,132
Energy intensity	kWh/revenue ('000)	23.7	26.0
GHG emissions			
Direct GHG emissions (Scope 1[10])	tCO2e	5.0	0.3
Indirect GHG emissions (Scope 2[11])	tCO2e	1,123.2	1,173.6
Other Indirect GHG emissions (Scope 3[12])	tCO2e	162.9	N.A.
Total GHG emissions	tCO2e	1,291.1	1,173.9
GHG emissions intensity	tCO2e/revenue ('000)	0.017	0.017[13]

Focus Area	FY2024 Performance	FY2025 Target and Beyond
Energy and Carbon Footprint	Energy intensity decreased from FY2023 due to overall decrease in electricity consumption	Maintain energy intensity in the short term. The ratio will be used to monitor energy performance whilst the Group evaluates its longer-term targets
	While absolute GHG emissions increased in FY2024, GHG emissions intensity remained consistent, reflecting improved emissions efficiency relative to revenue growth	Maintain GHG emissions intensity in the short term. The ratio will be used to monitor emissions performance whilst the Group evaluates its longer-term targets

In the short term, ISEC Healthcare aims to maintain its energy and GHG emissions intensity as a means of tracking operational performance. These intensity indicators provide a structured approach to monitoring efficiency across clinics and gaining deeper insights into the Group's energy consumption and emissions profiles. In the long term, this data-driven approach will enable ISEC Healthcare to establish more practical and achievable targets, aligned with global sustainability frameworks and recommendations.

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[10] GHG emissions from diesel consumption (Scope 1) are calculated based on the GHG Emissions Measurement and Reporting Guidelines published by the National Environment Agency ("NEA").

[11] GHG emissions from electricity purchased by the Company (Scope 2) are calculated based on the emissions factors published by Malaysia authorities.

[12] Scope 3 GHG emissions encompasses only emissions from Category 7 (employee commuting).

[13] Restated to ensure alignment in calculation method.

9.2. Climate-related Risks and Opportunities

Climate change poses significant challenges to healthcare providers, including potential disruptions to clinical operations from extreme weather events. Identifying our climate-related risks and opportunities is essential to ensuring the Group's resilience and ability to adapt to these challenges.

In FY2024, the Group refreshed its climate-related risks and opportunities in an exercise where the impacts of each risk under varying climate conditions and over different time horizons were evaluated using a qualitative scenario analysis. Each climate-related risk and its potential implications were assessed using climate scenarios based on the Intergovernmental Panel on Climate Change's ("IPCC") Representative Concentration Pathways ("RCPs"). A summary of the parameters of the scenario analysis is as follows:

Scenarios	**RCP 2.6** scenario assumes rapid and sustained reductions in greenhouse gas emissions, which is necessary to limit global warming to 1.5°C or below **RCP 8.5** represents the "business-as-usual" scenario which assumes that greenhouse gas emissions will continue to increase throughout the century. This is primarily due to the burning of fossil fuels and the ongoing use of energy-intensive industries with limited climate policies enforced
Time Horizons	**Short term**: within 12 months, **Medium term**: by 2030, **Long term**: by 2050

The assessment was based on two key factors: likelihood and impact, where likelihood refers to the probability of the risk occurring and impact refers to the severity of consequences should the risk occur.

Through climate scenario analysis, we recognized the importance of addressing climate-related risks and opportunities associated with climate change to ensure the long-term resilience of our business. Moving forward, we remain committed to integrating climate resilience into our business strategy and financial planning and will continue to develop and implement adaptation and mitigation strategies.

The tables below summarise the results of the scenario analysis, highlighting the time horizon in which each risk is most likely to have a significant impact.

Physical Risks[14]

Risk		Potential Impact	Scenario/Time Horizon of Impact		Key Considerations
			RCP 2.6	**RCP 8.5**	
Acute	Increased severity of extreme weather events	Increased costs may be incurred to repair assets in the event of flooding, potentially exposing ISEC Healthcare to higher insurance premiums or, in some cases, difficulties in securing coverage for extreme weather events due to rising repair and damage expenses. Potential disruptions to electricity and telecommunications services as well as in the supply chain could affect the procurement of essential medical supplies and impact the continuity of clinical operations and patient care.	N.A.	Short-medium term	Under the RCP 2.6 scenario, ISEC Healthcare deems physical risks to be insignificant, reflecting global efforts in mitigating climate change. While SSEC and ISEC Penang may face higher flood risks due to their ground-level locations, other centres are situated inland and within office buildings, thereby reducing the overall vulnerability and ensuring that the overall physical risks remain relatively insignificant. Conversely, under RCP 8.5, these physical risks are expected to impact the Group in the short to medium term, as more frequent storms, heatwaves and other climate-related events that could damage infrastructure disrupt clinical operations and supply chains. This is particularly relevant given the nature of the Group's business, which relies heavily on imported medical supplies and is vulnerable to disruptions in transportation networks.
Chronic	Changing weather patterns and rising mean temperature and sea levels	Floods are a common occurrence in Southeast Asia usually caused by a combination of heavy rainfall, high tides and drainage problems, especially in low-lying areas. Based on a special report published by the Department of Statistics in Malaysia (DOSM) on 19 March 2025, overall loss due to floods were RM933.4 million in 2024, an increase of 24% as compared to FY2023. The impact of flooding may be higher for SSEC, ISEC Penang, Indah Specialist, IECSB and KESB as they are located on the ground level compared to ISEC KL which operates within an office building and is less directly exposed to floods.	N.A.	Short-medium term	

N.A. – Impact is deemed to be insignificant in that scenario.

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[14] Physical risks arise from the impact of weather events and long-term or widespread environmental changes, which can include increased severity of extreme weather events such as floods, rising mean temperatures and sea levels, and weather patterns.

Transition[15] Risks

Risk		Potential Impact	Scenario/Time Horizon of Impact		Key Considerations
			RCP 2.6	RCP 8.5	
Policy & Legal	Increase pricing of carbon emissions	Higher costs may arise from the use of non-renewable energy or through higher electricity tariffs if power generation companies pass down carbon taxes to businesses. Additionally, the Group may incur higher expenditure associated with the installation and maintenance of energy-efficient or smart technologies to mitigate carbon emissions and align with regulatory requirements. As most of the Group's consumables are imported, logistics costs are inevitable and could increase further due to carbon taxes, potentially impacting operational expenses.	Short-medium term	Medium-long term	The risk of increasing carbon pricing is considered significant in the short to medium term under the RCP 2.6 scenario with rising operational costs expected as carbon pricing mechanisms like taxes and electricity tariffs are implemented. Malaysia's planned carbon tax by 2026, initially targeting industries such as iron, steel, and energy, will likely affect the healthcare sector, which relies on energy-intensive processes like powering medical equipment and maintaining controlled environments. This impact will be felt relatively soon, within the next few years under RCP 2.6. In the RCP 8.5 scenario, the impact will become more pronounced in the medium to long term, with increasing costs from carbon taxes, energy tariffs, and supply chain pressures, potentially peaking in the long term as policies intensify.
	Mandates on and regulation of existing products and services	The regulation and management of medical waste may become increasingly stringent, leading to higher costs for its disposal to ensure compliance with stricter environmental standards and to minimize environmental hazards. While this may increase operational expenses, it also presents competitive advantages for the Group, such as cost reductions through improved waste management practices.			The risk of mandates and regulations on existing products and services is deemed significant in the short to medium term under RCP 2.6, driven by immediate global efforts to limit warming to 1.5°C or below, which will likely result in increased regulatory pressure on ISEC Healthcare, particularly in emissions and waste management. Under RCP 8.5, the impact is expected to be significant in the medium to long term, as more stringent regulations will emerge to address higher levels of climate change although these will likely be implemented gradually, resulting in a more pronounced regulatory burden in the medium to long term.

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[15] Transition risks arise from the process of shifts towards a low-carbon economy, which can include regulatory changes, disruptive technological developments, and shifts in consumer and investor preferences.

Climate-related Opportunity

In addressing climate-related risks for FY2024, the Group has identified the following opportunities to mitigate these risks.

Opportunity Category	Initiative undertaken by ISEC Healthcare
Resource Efficiency	• Minimising emissions by bulk ordering supplies to reduce transportation frequency • Reducing clinical waste collection frequency to twice a month to lower emissions • Using biodegradable, recyclable, or reusable medical supplies to minimize waste • Phasing out plastic use at pharmacies and replacing plastic cups with biodegradable alternatives • Switching to LED lights and training staff on energy-saving behaviours • Upgrading heating, ventilation, and air-conditioning ("HVAC") systems and adopting energy-efficient technologies to mitigate climate impacts
Energy Source	• Installing solar panels to reduce carbon emissions from energy use
Products & Services	• Expansion of teleconsultation services via WhatsApp for simple existing cases to reduce patient travel emissions
Markets	• Procuring products and services from local vendors to enhance supply chain resilience, support the local economy, and reduce transportation-related emissions
Resilience	• Installing battery systems for uninterrupted power supply during blackouts • Establishing alternative suppliers and maintaining stock of essential supplies to ensure continuity of care during disruptions • Training staff in emergency response focused on climate hazards • Developing and regularly updating plans to handle climate-related disruptions • Using eco-friendly building materials for renovations to enhance resilience against flooding

9.3. Waste Management

As a healthcare provider, it is our responsibility to ensure proper and effective waste management. Medical waste is biohazardous and can pose major health and environmental risks if mishandled. Our clinics continue to follow a stringent set of Standard Operating Procedures on Waste Handling, Storage and Disposal listed in Table 10. Additionally, to reinforce compliance and best practices, we provide ongoing training and awareness talks for staff to ensure their understanding and adherence to waste management protocols.

In FY2024, there were no disruptions to the frequency of waste collection by third-party waste contractors. All medical and general waste were collected and disposed of regularly across the centres.

A potential downside that ISEC Healthcare has identified on Waste Management is the risk of improper waste disposal which could pollute the environment and impact the health of waste handlers. We mitigate the impact of this by ensuring we segregate our waste into three categories: clinical (biological hazards), sharps and general waste. ISEC Healthcare's 3 SOPs on Waste (Table 10) aims to reduce the harm to our environment and the risk to the people who handle our waste.

Table 10: SOPs on Waste Handling, Storage and Disposal

Waste Handling	Waste Storage	Waste Disposal
• Manual handling of waste bags should be minimised wherever possible. • All clinical waste bags to be handled by the neck of the bag only. • They should be transported via internal routes which minimise contact with patient care areas. • Only dedicated vehicles should be used for transportation of clinical waste.	• Biohazard waste should be stored in a designated area separated from general waste. • Colour-coded waste disposal bags and containers are used to ensure proper segregation of waste, safe handling, and transportation. • Waste containers remain closed at all times, preventing the release of toxic chemicals into the atmosphere in the form of vapours, aerosols or gases. • Waste storage will be subjected to monitoring and reviews.	• Only Ministry of Health ("MOH") certified third-party waste contractors are engaged to collect and dispose of clinical waste. • Contractors should be contacted to arrange for collection when the waste bins are about two-thirds full, if this occurs before the routine collection roster. • More trips to be arranged when more waste is generated.

Paper is separated from general waste and collected for recycling. ISEC Healthcare continues to advocate reduce, reuse and recycle behaviour among its patients. All centres have stopped providing plastic bags for patients and these are only provided when a large quantity of medication is purchased. Our centres also work with their suppliers to sponsor reusable cloth bags for our patients to use in addition to recyclable paper bags being provided for smaller items.

Left: Reusable cloth bags provided to patients

Right: Recyclable paper bags at ISEC SSEC & KL

Performance

In FY2024, all our centres collectively generated 6.1 tonnes (FY2023: 6.1 tonnes) of clinical waste, all of which was incinerated by certified third-party contractors. We continue with our waste reduction and recycling initiatives which include ordering in bulk to minimise packaging waste, digitizing patient records, appointment systems and communications, as well as discontinuing the provision of plastic bags. Additionally, specific bins are provided in patient waiting areas to promote recycling efforts. Indah Specialist and IECSB have recycled a total of 520 kg (FY2023: 1670 kg from ISEC KL and Indah Specialist) of paper and boxes during the Reporting Period.

Despite the recycling initiatives in place, not all centres currently track their recycled waste, resulting in lower reported recycling figures. This highlights the need for improved data collection processes to more accurately monitor waste generation and recycling efforts. We will continue to evaluate our waste management practices across all centres before determining appropriate waste-related targets in the future.

9.4. Water Management

Water is essential to healthcare operations, playing a critical role in maintaining hygiene, ensuring proper sanitation, and supporting daily clinical activities such as equipment sterilization and patient care. Our centres get their water supply from local taps, and it is used for clinical operations, sanitation and drinking purposes. Recognising the importance of sustainable water management, we actively communicate the significance of water conservation to our staff. They are encouraged to minimise water wastage by turning off taps when not in use, using water wisely and promptly reporting any leaks to ensure efficient use of this vital resource.
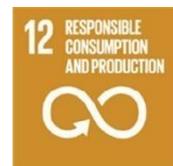
Performance

A total of 2,631 m³ of water was consumed across all clinics. As this is the first year that water consumption is being reported, no targets have been set. We will continue to monitor our water consumption to identify opportunities for improvement and ensure sustainable water management practices.

9.5. Task Force on Climate-Related Financial Disclosures ("TCFD")

The TCFD Recommendations are structured around four thematic areas that represent core elements of how organizations operate: governance, strategy, risk management and metrics and targets. As part of the phased approach recommended by SGX, ISEC Healthcare will be taking guidance from Practice Note 7F on its journey on TCFD requirements starting from this Report. We are committed to transparent disclosures, addressing climate-related risks and opportunities and, ultimately, building our resilience in the face of climate change. We strive to improve and refine our climate risk assessment approach and strategy, through conducting climate scenario analysis across various time horizons to better understand how these impacts may affect ISEC Healthcare's operations and our value chain.

TCFD Recommendation	*ISEC Healthcare's Response*	*Report Section*
Governance		
a. Describe the board's oversight of climate-related risks and opportunities.	The Board of ISEC Healthcare has delegated the responsibility of identifying, assessing and documenting material business risks including climate-related risks to the SSC.	4. Board Statement
b. Describe management's role in assessing and managing climate-related risks and opportunities.	The SSC comprises the Management including Chief Executive Officer, Group Risk Officer, Operation/Medical Directors, Chief Financial Officer as well as the various HODs. Since FY2017, the SSC has assisted the Board on overseeing the implementation of sustainability initiatives across ISEC Healthcare's operations. Beginning in FY2022, oversight of the identified climate-related risks is under the purview of the SSC.	5.1. Sustainability Governance
Strategy		
a. Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	In FY2024, a Climate Risks and Opportunities Workshop facilitated by an external consultant was conducted to refresh and refine the Group's understanding of climate-related risks and opportunities. Four physical and transition risks were identified as relevant to the Group's operations.	9.2. Climate-related Risks and Opportunities
b. Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.	Additionally, a qualitative scenario analysis was carried out to assess our climate resilience across the short, medium, and long-term. The outcome of the analysis has been summarized in Section 9.2 of this report. Moving forward, the Group is committed to continuously integrating climate resilience into our business strategy and will regularly update our assessment of climate-related risks and opportunities to align with evolving industry standards and global best practices.	
c. Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.		
Risk Management		
a. Describe the organization's processes for identifying and assessing climate-related risks.	Based on the findings under Strategy pillar, we will work towards incorporating the identified climate-related risks and opportunities as part of our existing risk management framework, and to manage them as with the other existing risks identified. The Group will consider undertaking a risk management framework review in subsequent years.	8.1 Enterprise Risk Management
b. Describe the organization's processes for managing climate-related risks.		

TCFD Recommendation	ISEC Healthcare's Response	Report Section
c. Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	For more details, refer to the Annual Report 2024, pages 37-38.	
Metrics and Targets		
a. Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	ISEC Healthcare discloses climate-related and environmental metrics such as energy and water consumption as well as waste generated within operations. We began tracking and reporting on fuel consumed as well as the associated Scope 1 and Scope 2 emissions since FY2022 and in FY2024 embarked on reporting our Scope 3 emissions (Category 7 – Employee Commuting). The Group has established GHG and energy intensity targets for the next reporting year as a starting point and is committed to developing and adopting more progressive climate-related targets in the coming years.	9.1 Energy and Carbon Footprint 9.3 Waste Management 9.4 Water Management
b. Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas emissions and the related risks.		
c. Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.		

10. GRI Content Index

Statement of use	ISEC Healthcare has reported the information cited in this GRI content index for the period from 1 January 2024 to 31 December 2024 in accordance with the GRI Standards
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard (s)	No applicable Sector Standard(s) available as at date of publication

GRI Standard	Disclosure	Location	Page Number	Omissions / Reason / Explanation (where applicable)
General Disclosures				
GRI 2: General Disclosures 2021	2-1 Organizational details	About ISEC Healthcare Ltd.	Page 2, 3	
	2-2 Entities included in the organization's sustainability reporting	About the Report	Page 4	
	2-3 Reporting period, frequency and contact point	About the Report Annual Report 2024	Page 3 Corporate Information Section	
	2-4 Restatements of Information	About the Report	Page 3	
	2-5 External Assurance			ISEC Healthcare has not sought external assurance for this Report but will consider it for future reports.
	2-6 Activities, value chain and other business relationships	About ISEC Healthcare Ltd. Supply Chains of ISEC Centres	Page 2, 3 Page 19	
	2-7 Employees	Diversity and Equal Opportunities	Page 20, 21	
	2-8 Workers who are not employees	Diversity and Equal Opportunities	Page 19	
	2-9 Governance structure and composition	Sustainability Governance Annual Report 2024	Page 5, 6 Page 21-24	
	2-10 Nomination and selection of the highest governance body	Annual Report 2024	Page 25-27	
	2-11 Chair of the highest governance body	Sustainability Governance Annual Report 2024	Page 5, 6 Page 24	
	2-12 Role of the highest governance body in	Sustainability Governance Annual Report 2024	Page 5, 6 Page 24	

	overseeing the management of impacts			
	2-13 Delegation of responsibility for managing impacts	Sustainability Governance	Page 5, 6	
	2-14 Role of the highest governance body in sustainability reporting	Sustainability Governance	Page 5, 6	
	2-15 Conflicts of interest	Annual Report 2024	Page 18-21	
	2-16 Communication of critical concerns	Stakeholder Engagement Annual Report 2024	Page 7, 8 Page 43	
	2-17 Collective knowledge of the highest governance body	Sustainability Governance Annual Report 2024	Page 5, 6 Page 21-24	
	2-18 Evaluation of the performance of the highest governance body	Annual Report 2024	Page 27, 28	
	2-19 Remuneration policies	Annual Report 2024	Page 29-31	
	2-20 Process to determine remuneration	Annual Report 2024	Page 29-31	
	2-21 Annual total compensation ratio			Confidentiality constraints; Information is sensitive in nature and not representative of ISEC Healthcare given the reporting scope of this Report.
	2-22 Statement on sustainable development strategy	Board Statement	Page 4, 5	
	2-23 Policy commitments	Board Statement Material ESG Factors	Page 4, 5 Page 16 – 36	
	2-24 Embedding policy commitments	Material ESG Factors	Page 16 – 36	
	2-25 Processes to remediate negative impacts	Corporate Governance Annual Report 2024	Page 27, 28 Page 37, 38	
	2-26 Mechanisms for seeking advice and raising concerns	Corporate Governance	Page 27, 28	
	2-27 Compliance with laws and regulations	Corporate Governance	Page 27, 28	
	2-28 Membership associations	About ISEC Healthcare Ltd.	Page 2	
	2-29 Approach to stakeholder engagement	Stakeholder Engagement	Page 7, 8	
	2-30 Collective bargaining agreements			Not applicable as none of ISEC Healthcare's employees are covered by collective bargaining agreements.

GRI 3: Material topics 2021	3-1 Process to determine material topics	Materiality Assessment	Page 9, 10	
	3-2 List of material topics	Materiality Assessment	Page 10	

Material Topics

Economic Performance

GRI 3: Material topics 2021	3-3 Management of material topics	Annual Report 2024	Page 66-131	
GRI 201: Economic Performance	201-1 Direct economic value generated and distributed	Annual Report 2024	Page 57-65	
	201-2 Financial implications and other risks and opportunities due to climate change	Climate-related Risks and Opportunities	Page 31 – 34	

Corporate Governance

GRI 3: Material topics 2021	3-3 Management of material topics	Corporate Governance	Page 27, 28	
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Corporate Governance	Page 27	
	205-2 Communication and training about anti-corruption policies and procedures	Corporate Governance	Page 27	
	205-3 Confirmed incidents of corruption and actions taken	Corporate Governance	Page 27	

Excellent Service Quality

GRI 3: Material topics 2021	3-3 Management of material topics	Excellent Service Quality	Page 16	
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	Excellent Service Quality	Page 16 – 18	
	416-2: Incidents of non-compliance concerning the health and safety impacts of products and services	Excellent Service Quality	Page 17	

Occupational Health and Safety

GRI 3: Material topics 2021	3-3 Management of material topics	Occupational Health and Safety	Page 24 – 26	
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Occupational Health and Safety	Page 24 – 26	
	403-2 Hazard identification, risk assessment, and incident investigation	Occupational Health and Safety	Page 24 – 26	
	403-3 Occupational health services	Occupational Health and Safety	Page 24 – 26	

	403-4 Worker participation, consultation, and communication on occupational health and safety	Occupational Health and Safety	Page 24 – 26	
	403-5 Worker training on occupational health and safety	Occupational Health and Safety	Page 24 – 26	
	403-6 Promotion of worker health	Occupational Health and Safety	Page 24 – 26	
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Occupational Health and Safety	Page 24 – 26	
	403-8 Workers covered by an occupational health and safety management system	Occupational Health and Safety	Page 24 – 26	
	403-9 Work-related injuries	Occupational Health and Safety	Page 26	
	403-10 Work-related ill health	Occupational Health and Safety	Page 26	
Employee Development and Retention				
GRI 3: Material topics 2021	3-3 Management of material topics	Employee Development and Retention	Page 21 – 24	
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Employee Development and Retention	Page 21	
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Employee Development and Retention	Page 21 – 23	
GRI 404: Training and Development 2016	404-1 Average hours of training per year per employee	Employee Development and Retention	Page 22	
	404-2 Programs for upgrading employee skills and transition assistance programs	Employee Development and Retention	Page 22, 23	
	404-3 Percentage of employees receiving regular performance and career development reviews	Employee Development and Retention	Page 23	
Diversity and Equal Opportunities				
GRI 3: Material topics 2021	3-3 Management of material topics	Diversity & Equal Opportunities	Page 19 – 21	
GRI 405: Diversity & Equal Opportunities 2016	405-1 Diversity of governance bodies and employees	Diversity & Equal Opportunities	Page 20, 21	

Security of Information and Patient Privacy				
GRI 3: Material topics 2021	3-3 Management of material topics	Protection of Personal Data and Security of Information	Page 28	
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Protection of Personal Data and Security of Information	Page 28	
Energy and Carbon Footprint				
GRI 3: Material topics 2021	3-3 Management of material topics	Energy and Carbon Footprint	Page 29, 30	
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Energy and Carbon Footprint	Page 30	
	302-3 Energy intensity	Energy and Carbon Footprint	Page 30	
	302-4 Reduction of energy consumption	Energy and Carbon Footprint	Page 29, 34	
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Energy and Carbon Footprint	Page 30	
	305-2 Energy indirect (Scope 2) GHG emissions	Energy and Carbon Footprint	Page 30	
	305-3 Other indirect (Scope 3) GHG emissions	Energy and Carbon Footprint	Page 30	
	305-4 GHG emissions intensity	Energy and Carbon Footprint	Page 30	
	305-5 Reduction of GHG emissions	Energy and Carbon Footprint	Page 29, 34	
Water Management				
GRI 3: Material topics 2021	3-3 Management of material topics	Water Management	Page 36	
GRI 303: Water & Effluents 2018	303-1 Interactions with water as a shared resource	Water Management	Page 36	
	Disclosure 303-5 Water consumption	Water Management	Page 36	
Waste Management				
GRI 3: Material topics 2021	3-3 Management of material topics	Waste Management	Page 35	
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Waste Management	Page 35, 36	
	306-2 Management of significant waste-related impacts	Waste Management	Page 35, 36	
	306-3 Waste generated	Waste Management	Page 36	

	306-4 Waste diverted from disposal	Waste Management	Page 36	
	306-5 Waste directed to disposal	Waste Management	Page 36	