



To bring HEALTH, BEAUTY and HAPPINESS to more people

Incorporated in the Cayman Islands with limited liability  
於開曼群島註冊成立之有限公司

(Stock Code 股份代號: 2138)

**HONG KONG'S LARGEST  
NON-HOSPITAL MEDICAL SERVICE PROVIDER\***

# FY2023/24

## Environmental, Social and Governance Report

According to research by Frost & Sullivan, EC Healthcare is the largest non-hospital medical service provider in terms of revenue in 2022.

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## INTRODUCTION

### Core Value & Purpose

The Group aspires to be the leading one-stop medical healthcare and wellness service provider in Asia. As the largest non-hospital medical operator in Hong Kong, we strive to Bring Health, Beauty and Happiness to more People. Our business aims to operate by five core values: Integrity, Empathy, Co-Ownership, Disruptive Agility, and Excellence. Guided by these principles, our staff members serve our customers and the broader community in full alignment.

### Key Differentiation & Client-Centric Approach

The Group strives to build a healthcare ecosystem that brings professional medical excellence and state-of-the-art assets under one roof. We have initiated a number of strategic partnerships with various industry players, encompassing the telecommunications, technology, insurance, property and pharmaceutical sectors. The multi-faceted model differentiates the Group from our peers. Harnessing technology, innovation and a patient-centric service approach, the Group is committed to delivering healthcare services in an affordable and sustainable manner to maximise customer lifetime value.

Our customer-centric approach places strong emphasis on satisfying our customers' needs. With superb services provided by our professional teams, we have built a loyal customer base through our enclosed ecosystem over the years. We are proud to report that we achieved a 99.98% customer satisfaction rate and 69.0% repurchase rate for the year, according to our latest annual survey.

### Service Scope & Operation Highlight

While most Hong Kong healthcare specialists operate independently, we seek to become a leading integrated provider. We offer over 40 brands of medical and healthcare practices, ranging from medical therapies, aesthetic treatments to beauty and wellness solutions. Each brand distinctively addresses the needs of a specific customer segment, representing top-of-mind market recognition in its own right.

DR REBORN, for example, once again cemented its position as the best-selling brand for 16 consecutive years, thanks to continuous pursuit in cutting-edge aesthetic medical solutions and best-in-class facilities. As our brand portfolio grows, we envision to reinforce our Group's market leader position in providing holistic one-stop care services and to increase customers lifetime value further. The Group currently operates 182 service points across Greater China.

### Report Coverage

This report covers our activities during the 2024 fiscal year (1 April 2023 to 31 March 2024), the same period as our annual report. Unless it is otherwise specified, the performance data in this report cover our Hong Kong operations only as of 31 March 2024. There are no significant changes from the previous reporting period in terms of scope.


# SUSTAINABILITY AT A GLANCE

## Highlights of 2030 ESG Targets

 <b>Environment</b>	<b>Carbon Intensity</b>
	<b>Energy Management</b>
	<b>Water Consumption</b>
	<b>Waste Management</b>
 <b>Social</b>	<b>Training and Development</b>
	<b>Safety</b>
	<b>Stakeholder Engagement</b>
	<b>Community Investment</b>
	<b>Diversity and Inclusion</b>
 <b>Governance</b>	<b>Board ESG Involvement</b>
	<b>ESG Policy</b>
	<b>Risk Management</b>

### Our ESG Efforts

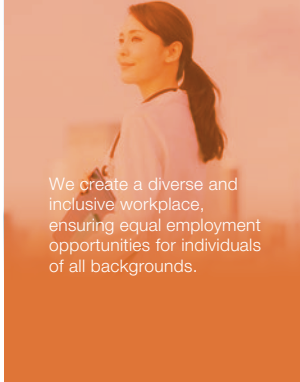
#### Caring For Our Patients



Our customer-centric approach places strong emphasis on satisfying our customers' needs. With excellent customer service provided by our professional teams, we have built a loyal customer base through our enclosed ecosystem over the years.

**99.98%**  
Customers' Satisfaction Rate

#### Caring For Our People



We create a diverse and inclusive workplace, ensuring equal employment opportunities for individuals of all backgrounds.

**21%**  
Increase in the average number of training hours per employee

#### Connecting With Communities



EC Healthcare will continue to realize the sustainable and perpetual growth of the community by striking a balance between economic and social development.

**6,000+**  
Number of People Positively Impacted

#### Making Healthcare Sustainable



Through energy-efficient operations and sustainable finance, we hope to become a leader in sustainability and lessen the environmental effect of the healthcare industry.

**73%**  
of our Total Debt is Linked to Sustainable Financing

### Met the standards of:



Quality management system  
**ISO 9001:2015**






Risk management  
**ISO 31000:2018**

*“Sustainability is a critical component of our business strategy. We are deeply committed to minimizing our environmental impact, promoting social responsibility, managing risks, and ensuring ethical business practices.”*






*— Tang Chi Fai, Chairman*

## OUR SUSTAINABILITY STRATEGY

At EC Healthcare, people and their health are of paramount importance to us. We regard access to healthcare as a fundamental right and are dedicated to promoting equality in healthcare for all. To be the trusted partner of our people:

Guiding Principles		Our Priorities
<p><b>We Care for Our Community</b></p> 	<p>We believe that healthcare is not just about treating patients, but also offering an environment where patients feel valued, respected, and supported.</p> <p>We believe that by investing in our community, we can positively impact the health outcomes of our patients and contribute to the overall well-being of our community.</p>	<p>We are committed to building a patient-centric community that prioritizes the needs of everyone.</p> <p>We actively participate in community outreach programmes that provide essential healthcare services to underprivileged populations to help bridge the healthcare gap.</p>
<p><b>We Care for Our People</b></p> 	<p>We believe that by putting our customers and employees first, we can create a sustainable business model that benefits everyone.</p> <p>We believe that by prioritizing the needs of our customers and investing in our employees, we can create positive health outcomes that benefit the wider community.</p>	<p>We are devoted to providing best-in-class services that promote the health and well-being of our customers.</p> <p>We are dedicated to supporting our employees in achieving their career goals and aspirations.</p>
<p><b>We Make Healthcare Sustainable</b></p> 	<p>Our commitment to sustainability and social responsibility is more than satisfying moral standards. We believe that making healthcare sustainable requires a holistic approach that considers the environment, society, and governance practices.</p>	<p>We are committed to reducing our environmental footprint, promoting health equity, and prioritizing strong governance practices to create a sustainable and successful healthcare business.</p>

We have developed 11 long-term ESG targets under the 2030 strategy for a more systematic and measurable sustainability performance. To achieve sustainable growth, we have put in place eight implementation pillars for our ESG strategy, which are derived from the United Nation's Sustainable Development Goals (SDGs). These pillars guide our efforts to reduce our environmental footprint, enhance health equity by actively participating in community programs for underserved populations, promote diversity and inclusion within our organization, and strengthen our corporate governance by implementing robust policies and procedures that govern our decision-making, risk management, and compliance practices.

Respective SDGs	Focus Area	2030 Target	2024 Update
<p><b>Environment</b></p>     	<p><b>Energy</b></p>	<p>Formalize the adoption of energy-efficient lighting and IoT to optimize energy consumption across our service network</p>	<ul style="list-style-type: none"> <li>Phasing roll-out of energy-efficient lighting and IoT devices, including new service points, and 74%<sup>1</sup> of our facilities has completed the installation of LED lights</li> <li>Set an additional KPI to reduce greenhouse gas (Scope 2) emission intensity by 8% annually<sup>2</sup></li> </ul>
	<p><b>Water</b></p>	<p>Standardize the installation of equipment with water-efficient features to reduce the impact of water consumption</p>	<ul style="list-style-type: none"> <li>Design and plan for water efficient operation in our upcoming medical building</li> </ul>
	<p><b>Waste</b></p>	<p>Implement the best practices of waste management procedures across business units to monitor and minimize waste generation</p>	<ul style="list-style-type: none"> <li>Implementation of online platform for expense reimbursement to all departments</li> <li>Partnership with Kerry Logistics on phase 1 of centralised warehouse, inventory and logistics management</li> </ul>

<sup>1</sup> Based on the snapshot of 117 service points during FY22

<sup>2</sup> Applies to our Hong Kong operations, excluding imaging centers operated after FY22

Respective SDGs	Focus Area	2030 Target	2024 Update
<b>Social</b>    	<b>Training and development</b>	<p>Annual increase in the average training hours of employees</p> <p>Create a tailor-made training and development plan for the main business units</p>	<ul style="list-style-type: none"> <li>21% increase in employee training hours</li> <li>Incorporated occupational health and safety training into the employee onboarding program</li> <li>We have engaged an external consultant to provide training on operation and risk management; the consultant has also reviewed our current practice and policy</li> </ul>
	<b>Safety</b>	Maintain workplace safety performance	<ul style="list-style-type: none"> <li>Obtained ISO 9001:2015 to implement quality management system that covers all aspect for our operations</li> <li>Established the Medical Advisory Board to give guidance on medical safety; and elevate medical service quality and risk management and strengthen corporate governance capability</li> </ul>
	<b>Stakeholder engagement</b>	Continuous involvement of our stakeholders to steer our ESG strategy	<ul style="list-style-type: none"> <li>Incorporated the insights from stakeholder engagement exercise into the ESG targets of the sustainability-linked loans</li> </ul>
	<b>Community investment</b>	Increase total volunteer service hours and provide healthcare services to the underprivileged through community outreach program	<ul style="list-style-type: none"> <li>Organized over 50 sessions of community outreach and health talks reaching more than 6,000 people</li> <li>Outreach program increased coverage to 45 nursing homes</li> </ul>
	<b>Diversity and inclusion</b>	Promote gender equality via education and sharing	<ul style="list-style-type: none"> <li>Females currently hold 45% of senior management and department head roles</li> </ul>
<b>Governance</b>  	<b>Board</b>	Increase the Board's participation in sustainability issues	<ul style="list-style-type: none"> <li>Quarterly meeting held by the Sustainability Working Group, reported ESG progress to the Board at each regular board meeting</li> </ul>
	<b>Anti-corruption</b>	Implement anti-corruption policy to strengthen internal control	<ul style="list-style-type: none"> <li>Arranged seminars by ICAC to enhance the knowledge of our employees</li> <li>Reviewed AML policy in accordance with our strategies and development on governance issues</li> </ul>
	<b>Risk management</b>	Develop risk management policy to ensure consistent delivery of services across our brands	<ul style="list-style-type: none"> <li>Adhered to the ISO 31000:2018 Risk Management standards</li> <li>Regular dialogue with Chief Advisor (Data Privacy)</li> <li>Regular meeting by the medical advisory board</li> </ul>

# SUSTAINABILITY GOVERNANCE

## Sustainability as a Core Strategic Focus

We recognize that sustainability is a critical component of our long-term success. We have taken significant steps to integrate sustainability into our overall governance structure. Through our sustainability governance practices, we can identify new opportunities for improving our environmental and social performance, while enhancing our reputation and building stronger relationships with stakeholders. Our commitment to sustainability governance is a testament to our dedication to creating long-term value for all stakeholders.

### Board Governance



Our long-term sustainability targets would need cross-departmental cooperation and participation from all our employees. We use various communication channels to share pertinent information about our work and strategies with our staff. Employees of different levels are also offered training courses on topics related to health and safety, sustainability, and climate change. They are also encouraged to express and brainstorm their ideas and insights with each other.

## MATERIALITY AND STAKEHOLDER ENGAGEMENT

We commissioned an independent ESG consultant, SGS Hong Kong Limited (SGS), to conduct a materiality review in 2022 via online and phone interviews. SGS assisted the Group in undertaking a detailed examination of our stakeholders' perspectives to 23 material topics after consulting them. In addition, SGS helped defining the relevant KPIs and outline the benefits of implementation precisely. It also proposed a specific implementation timeline and strategy for each KPI.

Our Company's long-term sustainability and the success of our action plan depend critically on our ability to comprehend the expectations and demands of our stakeholders. We encourage engagement from employees as we greatly value their opinions in our pursuit for industry excellence. We are proud to report that we attained a high-level of transparency and corporate communication frequency among our peers. In the previous financial year, we engaged with numerous investors on a one-to-one basis through small group discussions, virtual meetings, and conferences. Employees can also express their views through a variety of effective communication channels. EC Healthcare's stakeholders and our main communication channels are listed in the following table:

Stakeholders Group	Main communication channels
Directors	Telephone, email, face-to-face or virtual meeting
Employees	Intranet, email, meetings, annual appraisal, training
Investors	Annual and interim reports, announcements and circulars, shareholders' meeting, company website, investor relations enquiries, performance roadshow, investors meetings or conferences
Customers	Annual and interim reports, company website, telephone, email, customer satisfaction survey
Suppliers	Annual and interim reports, telephone, email, meetings

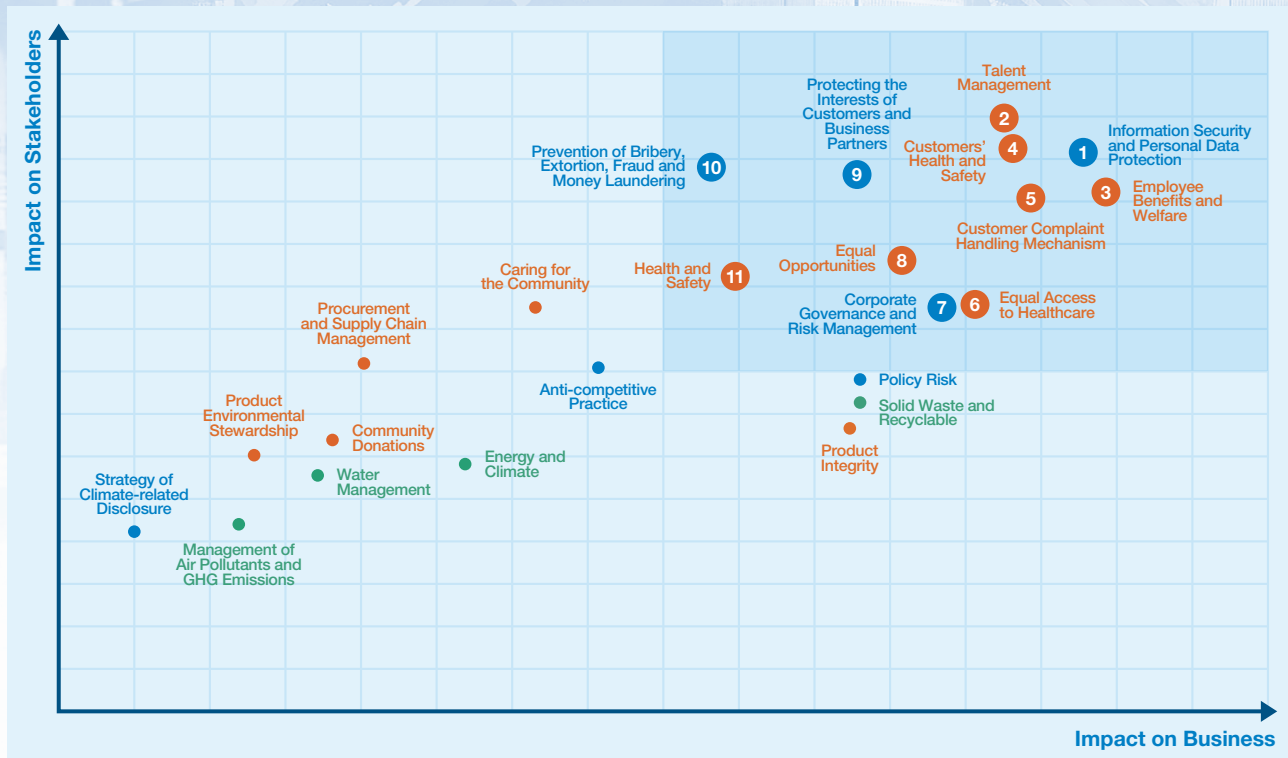
Participants from five stakeholder groups completed the ESG management questionnaires, with an overall response rate of more than 60%. The five stakeholders included customers, suppliers, investors, employees and board directors. The questions were customised with regard to their roles in the Company. They were required to answer several mandatory questions in the format of either Likert Scale or multiple choice, whereas the open-ended questions are optional.

We believe that engaging stakeholders will give us better insight in terms of ESG materiality. We identified a total of 23 material topics, of which 11 were considered most impactful on both our stakeholders and the business itself.

In addition, we conducted interviews with the Board of Directors and investors in order to better understand the critical issues the Company faces. We then produced a thorough analysis of the responses and feedback so as to make improvements accordingly.



## Materiality Matrix



Notes:

Importance to stakeholders is determined by external stakeholders' rating.

Importance to business is determined by internal stakeholders' rating.

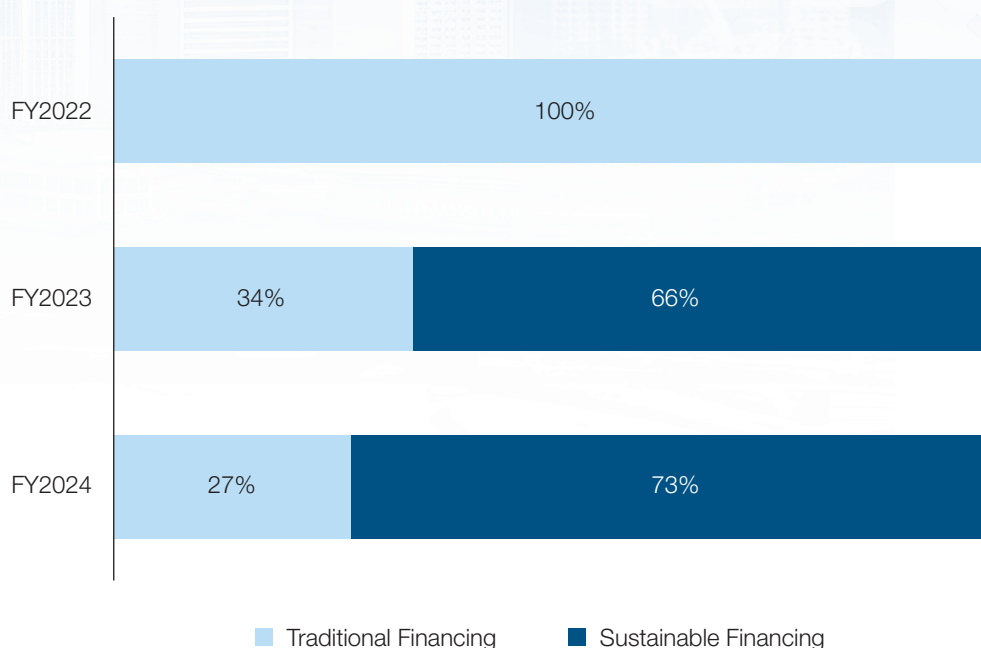
High Priority Topics	Relevant Stakeholders	Mapping with 2030 Target	Our Response
1 Information security and personal data protection	Customers	Targets of Risk Management	Please refer to page 32, 33 of this report
2 Talent management	Employees	Targets of Training and Development	Please refer to page 27, 30 of this report
3 Employee benefits and welfare	Employees	Targets of Well-being	Please refer to page 25, 26 of this report
4 Customers' health and safety	Customers	Targets of Safety	Please refer to page 28 of this report
5 Customer complaint handling mechanism	Customers, Employees	Targets of Stakeholder Engagement	Please refer to page 7 of this report
6 Equal access to healthcare	All Stakeholder groups	Targets of Well-being	Please refer to page 16–20 of this report
7 Corporate governance and risk management	All Stakeholder groups	Targets of Board; ESG Policy	Please refer to page 31–35 of this report
8 Equal opportunities	All Stakeholder groups	Targets of Diversity and Inclusion	Please refer to page 23 of this report
9 Protecting the interests of customers and business partners	Customers Suppliers	Targets of Board	Please refer to page 36–38 of this report
10 Prevention of bribery, extortion, fraud and money laundering	Investors Suppliers	Targets of Board; Anti-corruption	Please refer to page 40–41 of this report
11 Health and safety	Directors Suppliers	Targets of Safety	Please refer to page 28 of this report

## SUSTAINABLE FINANCING

### First Sustainability-linked Financing for a Hong Kong Healthcare Company

On 21 June 2022, we announced the signing of our first sustainability-linked facility of HK\$700 million. The financial flexibility given by the facility will be instrumental as we seek to fulfil our 2030 ESG targets. The sustainability-linked facility, the first of many to come in Hong Kong's healthcare services sector, enhances our reputation as an industry pioneer and innovator. The initiative also reinforced our ambition in achieving sustainability in the long run. We are proud to have achieved 100% of the sustainability performance targets for two consecutive years.

In another unprecedented move in Hong Kong's healthcare industry, we announced the signing of a syndicated sustainability-linked facility in May 2023. The facility was increased from the initial target of HK\$700 million to HK\$1,000 million, reflecting the banking community's support for our sustainability initiatives. The additional environmental and social targets have been established in accordance with the latest Sustainability-Linked Loan Principles (2023). As a result, more than 70% of the Group's outstanding debt is attributed to sustainable financing.



# Environmental



**Embrace our beautiful planet,  
Protect the environment,  
Paint a better tomorrow**

## Overview

We recognize the critical role that the environmental impact of healthcare services plays on our community. As a healthcare services provider, we are not immune from the threats of air pollution, climate change, and water scarcity. We are committed to addressing these challenges through sustainable practices.

Our environmental initiatives focus on reducing carbon footprint, conserving natural resources, and promoting sustainable healthcare practices. To this end, we have leveraged energy-efficient technologies, and implemented recycling and waste reduction programmes. We are also developing a new procurement procedure matrix for reduction of disposable materials.

We recognize that cultivating a culture of sustainability among employees is essential for our environmental efforts. We aim to provide regular training on sustainable practices, emphasizing their significance in reducing our environmental impact. Encouraging mindful resource use and waste reduction is key to reducing our carbon footprint.

## GREEN BUILDING INITIATIVES

As our operations are conducted in leased premises in commercial buildings or retail shops, we will include various sustainability metrics and green building standards as a selection criterion. This approach ensures that our commitment to environmental responsibility extends to the spaces we occupy, further solidifying our dedication to creating a sustainable future.

## GREEN PERFORMANCE PLEDGE

During the year, we took a significant step towards enhancing our ESG commitments by signing a lease that includes a Green Performance Pledge (GPP) with a leading property owner. This landlord-tenant partnership aims to create substantial positive impacts on energy, water, and waste management by fostering close collaboration and setting high sustainability standards for our facilities. The GPP supports our ESG goals and strengthens our commitment to sustainability, promoting a culture that aids in global environmental conservation.



## SUSTAINABLE DESIGN

As the major tenant of the upcoming medical building in Tsim Sha Tsui, we proactively advocated for ESG considerations during the construction phase. This year, we engaged a renowned architectural firm to enhance the overall design and provide suggestions on ESG features into the building. This collaborative effort resulted in the use of double low-e glass for the curtain wall, which is expected to improve the energy efficiency of the building.



In addition, we strive to embrace sustainability throughout the lifecycle of our occupancy, from the fitting-out phase to daily operations. By adhering to established guidelines, we aim to incorporate environmentally-friendly practices in the construction and fit-out of our office space. Our efforts are directed towards embracing energy-efficient systems and championing waste reduction and recycling programs to create a positive environmental impact. By leveraging innovative data-driven tools and technologies, we aim to continually monitor and enhance our environmental performance, fostering a brighter, more sustainable future.

## EMISSIONS

### Scope 1: Direct Emissions by Burning Fossil Fuels

Scope 1 emissions are direct greenhouse (GHG) emissions that occur from sources that are controlled or owned by the Company. Due to the nature of our operations, the Company has no major direct exhaust or direct GHG emissions apart from non-hazardous wastes generated in operations at facilities owned and controlled by the Company.

To calculate emissions from waste generated in operations, the following methods are typically used:

- Supplier-specific method, which involves collecting waste-specific scope 1 and scope 2 emissions data directly from waste treatment companies (e.g. for incineration, recovery for recycling)
- Waste-type-specific method, which involves using emission factors for specific waste types and waste treatment methods
- Average-data method, which involves estimating emissions based on total waste going to each disposal method (e.g. landfill) and average emission factors for each disposal method.

Considering the availability of data and the cost and effort required to apply each method, the Company chose to report waste generated in operations based on the average-data method. The following table shows the total waste collected, the proportion of waste treated by various methods, and average emission factors for waste diversion methods.



### Non-Hazardous Waste Produced, Current Year

#### Unit

Total	tonnes	73.53	
Waste Treatment		Landfill	Recycled
Proportion	%	70	30
Average Emission Factor of Waste Treatment Method	kg CO <sub>2</sub> e/tonne	300	0

#### CO<sub>2</sub>e emissions from waste generated in operations calculated as follows:

$$\begin{aligned}
 & \Sigma (\text{total mass of waste in tonnes}) \\
 & \times \text{proportion of total waste being treated by waste treatment method} \\
 & \times \text{emission factor of waste treatment method (kg CO}_2\text{e/tonne)} \\
 & = (73.53 \times 0.7 \times 300) + (73.53 \times 0.3 \times 0) \\
 & = 15,441\text{kg CO}_2\text{e} \\
 & = 15.44 \text{ tonnes CO}_2\text{e}
 \end{aligned}$$

Setting other independent variables as constants except for total non-hazardous waste produced, we computed waste generated in operations for 2023 and 2022 retrospectively.



### Waste Generated in Operations

#### Emissions during the year ended 31 March

Unit	2024	2023	2022	
Total Non-Hazardous Waste Produced	tonnes	73.53	63.94	71.01
Total Emission of Non-Hazardous Waste Treatment	tonnes CO <sub>2</sub> e	15.44	13.43	14.91

## Scope 2: Indirect Emissions from Purchased Energy

According to the Greenhouse Gas Protocol, there are two methods available for calculating the carbon footprint of scope 2 emissions:

- Market-based (MB): emissions calculated using emission factors from contractual instruments
- Location-based (LB): emissions calculated using the average emissions intensity of the grid

The Group believes the market-based approach can better reflect our consumption of electricity. The following emission calculation is obtained by multiplying activity data from each operation by the emission factor for that activity for each applicable GHG.




### Electricity Consumption

#### Consumption during the year ended 31 March

Unit	2024	2023	2022	
Total Electricity Consumption	kWh	8,126,462	6,913,921	4,929,464
Total Emission	Tonnes CO <sub>2</sub> e	3,942.05	3,351.15	3,263.98

## ENERGY MANAGEMENT

We strive to achieve an efficient resource management strategy for a more environmentally friendly business atmosphere. The increase in total electricity consumption and the electricity consumption intensity was primarily due to business expansion in the medical diagnostic segment, which involves heavy equipment such as CT, MRI and Ultrasound. We have included energy saving and sustainability as the selection criteria in our procurement policy. Other energy saving initiatives include installation of LED lights in offices and warehouses, temperature control of our premises, and placing recycling bins in the offices to collect rechargeable batteries.

 Electricity Consumption	Unit	Consumption during the year ended 31 March		
		2024	2023	2022
<b>Total electricity consumption<sup>1</sup></b>	kWh	8,126,462	6,913,921	4,929,464
<b>Resources consumed intensity per capita</b>	<b>Unit</b>			
<b>Total Ground Floor Area (GFA)</b>	sq. ft.	657,000	706,000	534,000
<b>Electricity Consumption Per Square Foot</b>	kWh/sq. ft.	12.37	9.79	9.23

### CASE STUDY




#### Embracing IoT Solutions for Greener Healthcare Infrastructure

As part of our wider ambition to realize digitalization across the Group, we have started to gradually adopt Internet of Things (IoT) devices in various service points. These devices facilitate the optimization of energy consumption and improvement of operational efficiency. The data collected will also enable us to review energy consumption patterns, conduct performance comparisons across our service points, and identify opportunities to improve energy savings. Moreover, we are keen to explore other smart IoT solutions and further collaborations with our landlords.

## WATER MANAGEMENT


Water is a precious resource and we are committed to minimizing our impact on the environment by conserving water and preventing pollution. To achieve this, we have implemented a range of initiatives to reduce our water consumption, such as exploring adaptation of low-flow fixtures and fittings, and recycling wastewater where feasible. We conduct regular inspections of our plumbing systems to identify and repair leaks promptly. This helps us to minimize water wastage and prevent damage to the water supply system. Last but not least, we educate our staff and patients on water conservation practices, such as posting a note on water dispensers throughout the workplace and medical service centres to remind users to turn off the tap after use, and reporting any water-related issues promptly.

 Water Management	Unit	Consumption during the year ended 31 March		
		2024	2023	2022
<b>Total water consumption</b>	m <sup>3</sup>	14,434	11,928	16,011
<b>Resources consumed intensity per capita</b>	<b>Unit</b>			
<b>Total Ground Floor Area (GFA)</b>	sq. ft.	657,000	706,000	534,000
<b>Water Consumption Per Square Foot</b>	m <sup>3</sup> /sq. ft.	0.02	0.02	0.03

<sup>1</sup> 2024 figure includes full-year contribution from medical brands acquired from previous year.

## WASTE MANAGEMENT

We are committed to reducing our waste generation and ensuring that any waste we produce is properly handled and disposed of in an environmentally responsible manner by adhering to 3Rs principle, “reduce, reuse and recycle”. We have implemented a range of waste reduction initiatives, such as launching a new paper recycle programme with an external vendor, reducing packaging materials and encouraging recycling and composting in our facilities. We also work with our suppliers and partners to minimize waste throughout our supply chain. Additionally, we ensure that all hazardous waste is handled and disposed of in accordance with all applicable laws and regulations. By taking these measures, we aim to minimize our environmental impact, protect the health and safety of our employees and communities, and contribute to a more sustainable future.

 <b>Waste Generation</b>	<b>Unit</b>	<b>Consumption during the year ended 31 March</b>		
		<b>2024</b>	<b>2023</b>	<b>2022</b>
<b>Hazardous Waste</b>	Tonnes	10.54	5.76	4.97
<b>Non-hazardous Waste</b>	Tonnes	73.53	63.94	71.01
<b>Resources Consumption Intensity</b>	<b>Unit</b>			
<b>Hazardous Waste Per HK\$ million of Revenue Generated</b>	Tonnes/HK\$ million	0.0025	0.0015	0.0017
<b>Non-hazardous Waste Per HK\$ million of Revenue Generated</b>	Tonnes/HK\$ million	0.0175	0.0165	0.0243

### CASE STUDY



#### Hong Kong's first paperless imaging centre

HKAI is the first to implement paperless operations by substituting conventional film-based medical reports with pioneering cloud storage for medical films. Patients can obtain their medical images and reports from QR Code via their email. It is a more environmentally friendly and convenient way for both patients and doctors. Patients can retrieve their medical reports at any moment for future medical needs, without the worry that the film will become moldy or blurred over time.

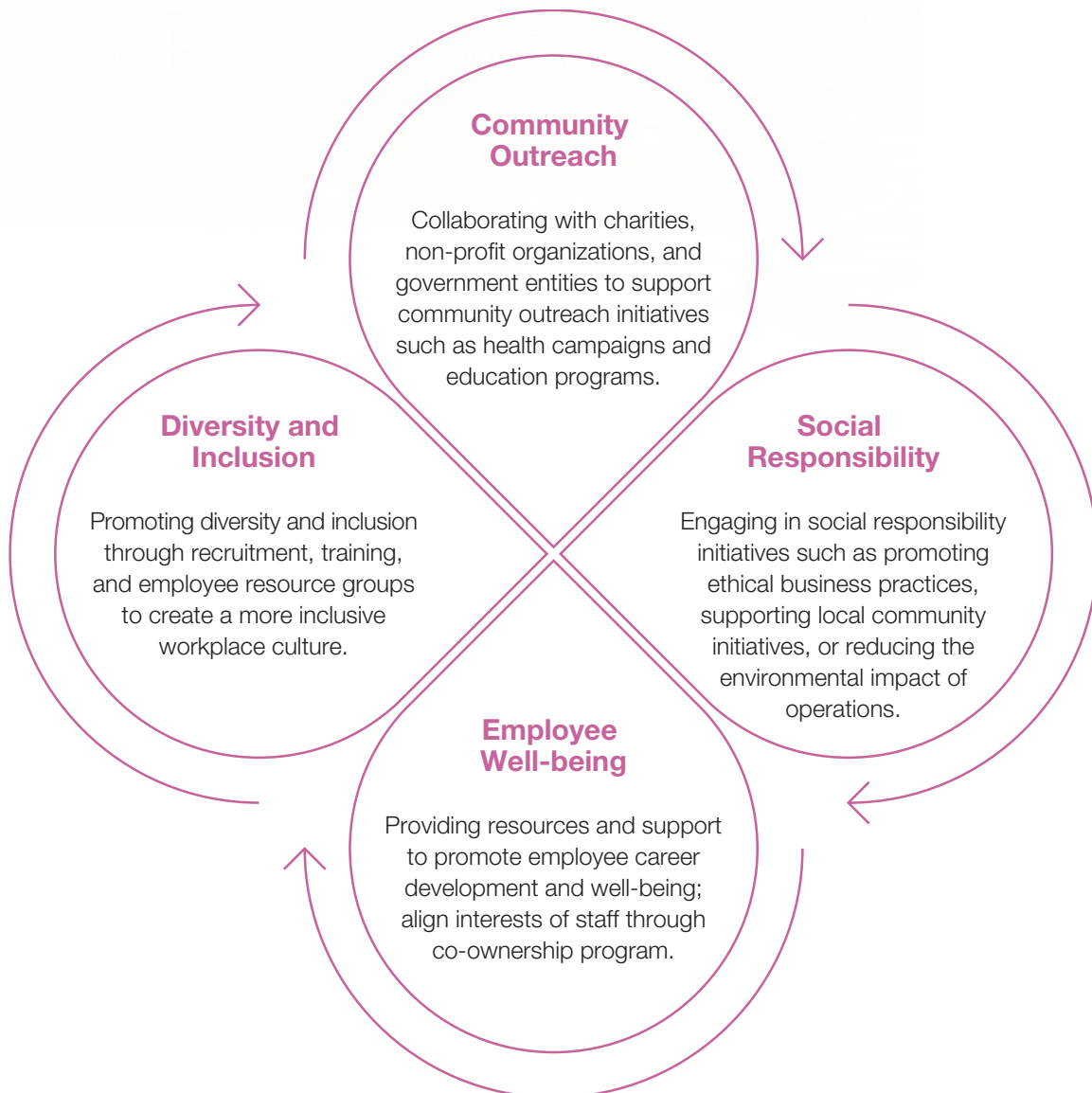
# Social



**Build an inclusive society,  
People feel valued,  
Live with dignity**

## Overview

Our Group focuses on the following four key aspects to contribute to positive social impact:





COMMUNITY OUTREACH



**20+**  
sessions of community outreach

**30+**  
health education sessions

**6,000+**  
lives positively impacted



Community Service



**Dedicated Professionals Committed to Holistic Wellbeing**

At the heart of EC Healthcare’s mission to provide comprehensive care to the communities we serve are our exceptional EC Care Teams. Consists of highly skilled healthcare professionals, including physicians, nurses, and allied health specialists, these dedicated teams work tirelessly to ensure that individuals in need have access to the care and support they require.

**Amplifying Our Impact with Expanded Outreach**

We are committed to bringing care closer to those in need. Over the years, we have proudly partnered with the Social Welfare Department’s Visiting Medical Practitioner Scheme, to deliver on-site doctor services to NGOs and private nursing homes across Hong Kong.

In 2024, we are delighted to announce that our outreach team has been expanded to include 5 new nursing homes in Hong Kong West, Tung Wah Group of Hospitals, and Po Leung Kuk. This expansion has increased the number of nursing homes we serve to 45, allowing us to reach and care for a total of 3,500 elderly individuals across the territory.



## Empowering the Tin Wan Community with Accessible Healthcare

As part of our ongoing commitment to support the local community, we proudly participated in a health carnival organized in collaboration with the Southern District/Tin Wan Care Team. Held at the Roman Plaza of Tin Wan Estate, the event aimed to provide vital health screenings and promote overall wellness among the residents.

The carnival was attended by South District Northwest Council officer, Mr. CHEUNG Wai-nam, who joined us in the opening ceremony. Approximately 50 individuals enthusiastically engaged with our services, which included body mass index and body fat percentage assessments, rapid vascular sclerosis evaluations, and pulmonary function testing. Additionally, we shared valuable health information on the management of chronic conditions.



## Enhancing Healthcare Access with SAHK

We had the privilege of collaborating with SAHK to provide comprehensive health checkups and x-ray examinations for their members. Through this collaborative effort, we were able to provide comprehensive care to a total of 130 individuals, ensuring that their healthcare needs were addressed and that they had access to the resources they required.



## Investing in Training the Next Generation



### CASE STUDY

#### 1 of 3 Designated Training Clinics for Aspiring Veterinarians

We have been appointed by the Veterinary Surgeons Board of HK (“VSB”) as one of three designated training clinics for overseas veterinary graduates. Any person holding a qualification as listed in VSB’s Schedule 2 may approach Animal Medical Academy Hospital (“AMAH”), a key veterinary brand of the Group, for undertaking the 6 months’ clinical training required for registration with the VSB.



#### 4-year Master of Chiropractic programme in Hong Kong

Founded by Dr. Eric Chu in partnership with the McTimoney College of Chiropractic from the United Kingdom, this program will be the first chiropractic degree program in Hong Kong and the Greater China region. It aims to train local chiropractic talent to meet the growing demand for chiropractic and spinal care services in the Hong Kong community.



#### Trusted Partner of the Government

Additionally, we have been selected as a service provider for the HK Government’s public-private partnership program, the Pilot Scheme on Dental Services (Dental Scaling). More than a dozen clinics under our Group are participating in the program, which will run for 18 months and is expected to reach over 140,000 civil servants.

## EC Healthcare Wellness Festival

As part of our commitment to promoting health and wellness in the local community, we organized the “EC Healthcare Wellness Festival” event in collaboration with local celebrity and health advocate, Mr. Kenneth Ma.

Over 600 community members attended the daylong event, which aimed to raise awareness about the importance of maintaining a healthy lifestyle and provide free health screenings and consultations for members of the public. Mr. Ma, known for his dedication to fitness and healthy living, served as the event’s ambassador, sharing his personal experiences and insights on achieving work-life balance and holistic well-being.



## Promoting Spinal Wellness

As part of our commitment to corporate social responsibility, we launched a “Spine Health Awareness” community outreach program. This initiative, which spanned 20 interactive sessions, reached a total of 230 individuals within our local community. The program aimed to educate and empower residents on the importance of maintaining a healthy spine. The overwhelmingly positive response from the community has reinforced our commitment to making a tangible impact on the well-being of our local residents. By empowering individuals to become champions of spine health, we are not only improving their physical comfort and quality of life but also contributing to the overall health and resilience of our community.



## HKHMRC Co-Hosted Health Talks: Empowering the Community with Knowledge

In partnership with the Hong Kong Healthcare Management and Research Centre (HKHMRC), we hosted a series of interactive health talks to provide residents with easy access to expert knowledge on physical and mental well-being.

The talks covered topics such as preventive healthcare, nutrition, stress management, and chronic disease rehabilitation. Over 1,500 community members attended the sessions, which were led by medical professionals, dietitians, and therapists.

Attendees expressed gratitude for the opportunity to learn practical strategies to improve their health and quality of life. Through this collaborative effort, we were able to empower a significant number of individuals and foster a healthier, more resilient society.



### Education as the first step to prevention

Dr. Yip Shing Fai, a Specialist in General Surgery of our Group, delivered a health talk to raise awareness on colorectal cancer (the second most common and second highest cause of cancer-related deaths in Hong Kong) and how it can be prevented.

## SOCIAL RESPONSIBILITY



### Discussed healthcare innovation and inclusivity at the Asia Summit on Global Health

Mr. Leslie Lu, Executive Director and CEO of EC Healthcare, had a fruitful discussion about exploring the strategies to address healthcare disparities by ensuring diverse access to innovative solutions, and the significance of effective collaboration among stakeholders in making a lasting impact on healthcare innovation and inclusivity.

Leslie is passionate about driving positive change in the healthcare industry and strongly believes that collaboration between industry and government, along with a focus on digital transformation, will be instrumental in shaping the future of healthcare in Hong Kong.

### Presented Insights at Hong Kong-Shenzhen-Silicon Valley Entrepreneurs Summit

Dr. Eric Chu is a recognized leader in the healthcare industry and was invited to explore the transformative potential of digital health with experts from Asia America MultiTechnology (Pearl River Delta) Association and The Chinese University of Hong Kong. Dr. Eric Chu shared his perspectives on the opportunities and challenges presented by virtual health tools and data-driven care.



### EC Healthcare's Recycle Day Initiative

EC Healthcare is committed to proactive ESG initiatives. For instance, we host an "EC Healthcare Recycle Day", a noteworthy internal event that encourages staff participation in recycling, with outstanding contributors recognized with rewards like complimentary access to the "caring bar" featuring free coffee. This initiative fosters environmental consciousness and personal well-being, empowering employees as sustainability champions and inspiring collective commitment to a greener, healthier future. The Recycle Day has been a resounding success, with high participation and positive feedback.

### Pro Bono Services for 3rd Women’s Baseball Asian Cup

Our Chiropractic team served as the medical team for the 3rd Women’s Baseball Asian Cup. The team provided professional chiropractic examinations and treatments to ensure that the players performed at their best on the field.

We were proud to be part of this important tournament and continues to actively promote sport injury prevention and physical fitness to the public through various talks and events.



### NYMG receives award at 2023 World Spine Day

One of our key medical brands, New York Medical Group (NYMG), was honored with a High Commendation in the Private Clinic Category for its innovative integration of Artificial Intelligence (AI) in public education about spinal health. The World Spine Day is an annual competition hosted by the World Federation of Chiropractic.

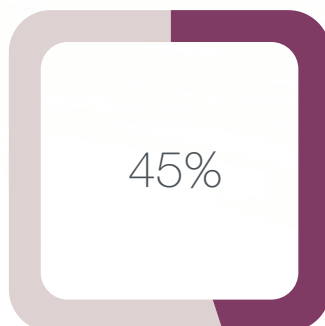
## DIVERSITY AND INCLUSION

We believe that fostering a diverse and inclusive workplace is the right thing to do, because it strengthens our business and contributes to our success. The Group ensures that candidates are not treated unjustly because of their age, sex, family status, sexual orientation, race, colour, religion, disability, pregnancy or ethnic origin throughout the entire recruiting process. We hire people based on their abilities and capabilities because we are devoted to treating everyone equally. Throughout the year, we have implemented various initiatives to promote diversity and inclusion, including training and education programmes, employee resource groups, and diversity recruitment efforts. We have also continued to prioritize nurturing a culture of respect and a sense of belonging for all employees, regardless of their background or identity. We recognize that there is always more work to be done, but we remain dedicated to creating a workplace that celebrates diversity and promotes equity and inclusion. EC Healthcare strictly abides by the relevant laws and regulations, including the Employment Ordinance (Chapter 57 of the Laws of Hong Kong), the Sex Discrimination Ordinance (Chapter 480 of the Laws of Hong Kong), the Disability Discrimination Ordinance (Chapter 487 of the Laws of Hong Kong), the Family Status Discrimination Ordinance (Chapter 527 of the Laws of Hong Kong) and the Race Discrimination Ordinance (Chapter 602 of the Laws of Hong Kong). Moreover, the Group develops and periodically updates necessary internal rules and regulations to ascertain that all employees are treated fairly and without prejudice. During the reporting period, EC Healthcare did not come across material breaches of the aforesaid stated laws and regulations.

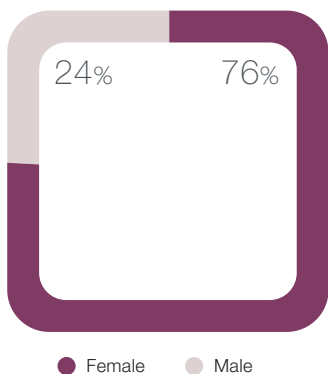
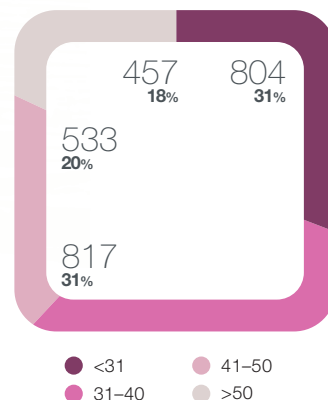
### Composition of Our Employees: Age, Gender, Remuneration

As of 31 March 2024, EC Healthcare employed a total of 2,611 people (2023: 2,579). The majority of whom are females under 40-year-old and employed full-time. We also endeavour to achieve gender diversity of our Board in the near future. We embrace diversity to make sure that the voices of men and women are heard and heeded. This enables us to obtain a balance of knowledge and expertise, as well as a variety of viewpoints that are relevant to our Company. We have made our diversity metrics available for staff of all levels, including senior management teams and the Board.

Diversity of governance bodies of women to men



Composition by age



### Gender Distribution of Our Employees

EC Healthcare is deeply committed to ensuring that our recruitment and hiring processes are inclusive and promote gender diversity. As a business focused on the beauty aesthetic and medical industry, the majority of our workforce is currently female. However, we welcome and encourage candidates of all gender identities to apply for roles within our organization. We are dedicated to creating a workplace environment where women can thrive, succeed, and reach their full potential. We firmly believe that having a diverse team, representative of the customers we serve, will enable us to better understand and meet the unique needs of our client base. In recognition of the vital importance of empowering women, we have made a company-wide commitment to providing equal opportunities for all candidates, regardless of gender. We will continue to prioritize diversity and inclusion as core principles that guide all aspects of our business operations.



## Cultivating a Multigenerational Workforce at EC Healthcare

At EC Healthcare, we are deeply committed to fostering an age-neutral and multi-generational workplace that empowers employees across the spectrum of experience and seniority. We recognize the immense value that workers of all ages bring to our organization and have dedicated significant resources towards establishing inclusive practices and initiatives to support this vision.

### Promoting Intergenerational Collaboration

To further promote intergenerational collaboration and mutual learning, we have implemented the “Generations Dialogues” initiative within our top management to junior staff. This platform, primarily led by our top management to associates, encourages the cross-pollination of ideas, experiences, and insights between employees of different age groups. Through open dialogues and shared projects, we are breaking down silos and fostering a culture of respect and appreciation for the unique perspectives that each generation brings to the table.



### Investing in the Next Generation of Healthcare Leaders



In addition to our efforts to engage and retain older workers, we are also committed to creating meaningful opportunities for the next generation of healthcare professionals. Our robust internship programs provide university students and recent graduates with hands-on experience, mentorship, and the chance to contribute to cutting-edge medical innovations and service delivery models. These initiatives allow us to attract and develop a diverse pipeline of talented individuals who will shape the future of our industry.

### Cultivating an Inclusive Workplace that Embraces Diversity

Our group is committed to fostering an inclusive workplace that celebrates the diversity of our professional team. With business operations spanning 46 specialist and veterinary disciplines, we have assembled a talented workforce of medical professionals from a wide range of ethnic and cultural backgrounds.

Our medical specialty and veterinary divisions are at the forefront of this diversity, with staff hailing from 10 nations who have come to Hong Kong to contribute their expertise. This international team brings a wealth of knowledge, skills, and perspectives that are invaluable as we continue to innovate and deliver exceptional care to our customers.

By embracing age diversity and inclusion as a core tenet of our ESG strategy, EC Healthcare is not only supporting the professional growth and fulfillment of our workforce, but also positioning ourselves as an employer of choice for top talent across all age demographics. This holistic approach enables us to better serve our patients, leverage diverse perspectives, and solidify our reputation as a forward-thinking, age-inclusive healthcare leader.

## EMPLOYEE WELL-BEING

We recognize that promoting employee well-being is essential for both our employees and our business. We invest in training and development programmes, offer a co-ownership scheme, and prioritize health and safety measures to create a positive work environment where employees feel valued and supported.

The Group is aware of the importance of human resources and is dedicated to retaining competent and talented directors and employees by offering them competitive remuneration packages. Their salaries and bonuses were determined with reference to their duties, work experience, performance and prevailing market practices.

### Promoting Employee Wellbeing

At EC Healthcare, the health and wellbeing of our employees is of the utmost importance. We are committed to providing a supportive work environment that enables our people to thrive both professionally and personally. Some of the initiatives include:

#### Free Flu Vaccination

To help protect the health and productivity of our workforce, we provide free annual flu vaccinations to all employees. This proactive measure safeguards our people against the debilitating effects of seasonal influenza and helps to prevent the spread of illness within our organization and the broader community.

#### Fitness Free Trial Sessions

Recognizing the importance of physical activity for overall wellbeing, we partnered with a fitness chain to provide our employees with free trial sessions at a branch within walking distance of our new corporate headquarters. This initiative provides access to state-of-the-art fitness equipment and group classes and empowers our staff to integrate healthy exercise into their daily routines.

#### EC Healthcare 10,000 Steps Charity Challenge

To further promote an active lifestyle and a sense of community among our employees, we organized the EC Healthcare 10,000 Steps Charity Challenge. Employees are encouraged to collectively log 10,000 steps per day, and the company would direct additional resources to support a local charity for every milestone reached. By gamifying physical activity and supporting a worthy cause, we aim to inspire our people to prioritize their health while also making a positive impact on the communities we serve.

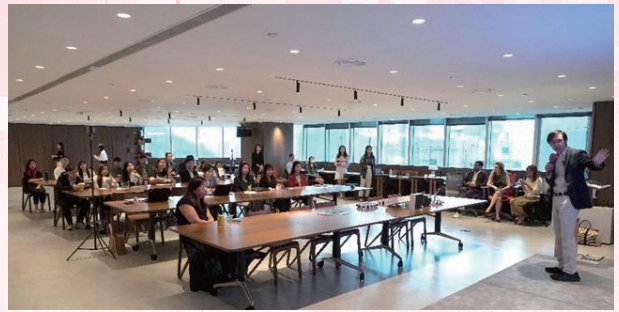


#### Financial Literacy Program

Recognizing the importance of financial stability and literacy, we have partnered with international banks to ensure that our employees have access to a comprehensive financial wellbeing program. This program includes personalized financial planning sessions, workshops on budgeting and savings strategies, as well as exclusive banking products and services to help our talents achieve their financial goals.

### Lunch and Learn

We were pleased to host an interactive lunch and learn session featuring a local healthtech startup. This event provided our staff with hands-on exposure to the latest portable imaging devices that makes preventive screening and chronic diseases monitoring more accessible to patients. As an industry leader, we are dedicated to ensuring our staff remains at the forefront of healthcare innovation.



By investing in the holistic wellbeing of our employees, including their physical, mental, and financial health, we aim to foster a work environment that empowers our people to thrive both professionally and personally. We will continue to explore additional wellbeing programs and benefits that cater to the diverse needs of our workforce.



### CASE STUDY

### Highlight – Our Year-End Party at EC Healthcare

In 2023, we hosted a grand year-end celebration to express our gratitude to our talents for their unwavering commitment during a challenging period. The event, was open to all our colleagues, as well as our doctors, medical professionals, and management.

This was our first major company gathering since the COVID-19 pandemic, making it an especially memorable occasion. The evening’s festivities included long service awards, exciting lucky draws, fun games with prizes, souvenirs, and ample food and drinks for everyone to enjoy.

The party provided a wonderful opportunity for our entire organization to come together, unwind, and celebrate our shared achievements. It was a night to remember, underscoring the resilience and camaraderie of the EC Healthcare family.

### Development and Training



**21%**

increase in the average number of training hours per employee

**22**

average training hours per employee

Employees' skills and professionalism are indispensable to the success of our Company. We believe that development and training will enhance our Company's flexibility and productivity. We recognize the significance of ensuring employee safety and providing our customers with safe, excellent and reliable medical services. The Group provides various training courses and resources to employees while enhancing their abilities and skills to reach the goals of the organization.

We also offer a comprehensive training programme for certain key roles. For example, we offer specialized training to our medical aesthetics staff to equip them with the necessary skills and knowledge to deliver high-quality services while ensuring patient safety. Our training courses cover a wide range of topics, such as safety protocols, machine usage, and product-specific guidelines. Annual refreshment training is conducted to reinforce the importance of safety in all aspects of our operations.

Furthermore, we constantly look for new training programmes, such as sponsored training programmes, seminars, workshops, conferences, peer study programmes, and on-the-job coaching. We also organized medical conferences, inviting registered practitioners and management representatives to discuss the Group's development during the reporting period.

The discussions among different departments help foster cooperation, and enhance experience sharing and communication among them. We continue to hold monthly staff meetings where managers from the sales department, supported by independent consultants, analysed and reviewed the business performance of the previous month.

The average number of training hours for our employees was 22 hours during the reporting year, which we plan to increase gradually. Training courses are frequently updated and include diverse subjects, such as occupational health and safety, compliance, sales & marketing, and data privacy. We will also broaden the scopes of the programmes in order to stimulate interactions among the participants in the training sessions.

### EC University

EC Healthcare believes in a bottom-up leadership for employees, from top management to individual colleagues, helping them to maximize personal value and achieve career success. We continue to broadcast executive meetings, including the annual conferences and monthly meetings, for the management to share its insights with the staff. We continue to keep our employees engaged and updated of the Company's development via internal communication. We adopt a feedback mechanism called RCC (an acronym for reflection-compliment-comment) for reflective learning. Most importantly, our employees have complete access to EC University, a digital database of a wealth of learning materials and industry experiences which we proudly own.

“We prioritize employee growth and development by offering exclusive access to more than 6,000 training courses on our digital platform.”



## Health and Safety

The health and safety of all our stakeholders, including our talent, customers, visitors, suppliers and contractors, are crucial to our business success. We are dedicated to keeping our environment healthy, safe and beneficial to our stakeholders' physical and emotional well-being. Despite the relaxation of pandemic-related restrictions, our Group remains committed to maintaining a safe and healthy environment in our clinics.



Our offices and medical service centres implemented safety procedures and housekeeping practices in accordance with relevant regulations to ensure a healthy and safe working environment. Specifically, the Group has formulated various guidelines, including the Healthy Work Guidelines, Working Instruction Manual, Medical Contingency Plan, Infectious Disease Management and Customer Health guidelines. The Group strictly abides by the Occupational Safety and Health Ordinance (Chapter 509 of the Laws of Hong Kong) and other relevant laws to ensure a safe environment for employees. To minimize the chance of infection, we promoted hand hygiene, requiring our employees not to wear artificial nails or rings, while providing them with personal protective equipment. There are also clear guidelines on the procedures for treatments involving injection, and on proper disposal of medical waste. All our frontline staff undergo first-aid training every year, in addition to emergency, fire and lift drills. Our staff are regularly trained and educated on the latest guidelines and protocols related to infection control and prevention. We also ensure that our clinics are equipped with the necessary resources, such as personal protective equipment and disinfection supplies. We took a proactive approach to providing occupational safety and health information to our staff, such as organizing an Occupational Safety & Health Workshop in collaboration with the Labour Department. In addition to this workshop, we regularly provided a series of occupational safety and health materials to encourage them to adopt safe work practices in their daily work routines.

The Group is committed to fully complying with the relevant occupational health and safety laws in Hong Kong, Mainland China and Macau. It also provides employees with insurance plans that cover medical care and accidents. The refunds and settlement of material unfavourable feedback for medical and aesthetic medical throughout the reporting year represents 0.02% of the Group's total revenue, on which prompt actions had been taken to lessen the impact on our customers. We appointed a number of well-known industry professionals to form a medical advisory board to further raise the medical safety standards. We investigate incidents as soon as possible to find out the cause, and implement suitable measures to prevent recurrences. Meticulous preparation allows us to respond quickly to emergency situations and shorten the time of recovery. Staffers should be able to assess the risks of different incidents, knowing exactly what to do if they happen, and have the knowledge of preventing future occurrences.



## Our People

At EC Healthcare, acting responsibly is one of our primary principles. We believe in running our Company in a way that promotes non-discrimination, fair treatment and equal opportunities for workers. Observing defined labour standards allows us to establish, improve and maintain worker-management relationship while promoting safe and healthy working conditions and the health of workers.



The Group strictly complies with the Employment Ordinance (Chapter 57 of the Laws of Hong Kong), the Mandatory Provident Fund Schemes Ordinance (Chapter 485 of the Laws of Hong Kong), the Occupational Safety and Health Ordinance (Chapter 509 of the Laws of Hong Kong), the Minimum Wage Ordinance (Chapter 608 of the Laws of Hong Kong) and their respective subsidiary regulations. On top of moral and ethical perspectives, we believe in the protection of basic human rights and the welfare of low-wage workers, as well as the prohibition of forced labour.

Improving labour standards can contribute to an increase in productivity of operations, revenues and margins. It can also improve the staff retention rate while reducing absenteeism and work-related accidents. Complying with the Employment of Children Regulation and other laws and regulations governing employment, EC Healthcare has never employed child labour or imposed forced labour.

We recognize that adhering to established labour standards and maintaining a sound relationship with our workforce can lead to positive business results, including enhanced efficiency and productivity of our operations, as well as increased revenues and margins, benefiting both the community and our Company. With the high labour standards, the Group can reduce the risks of undesirable consequences, such as worker sabotage, slowdowns or strikes.

### Talent as a Driver of Corporate Vitality

In pursuit of our corporate vision and to meet the needs arising from our rapid business expansion, we have established a range of programme that is specifically designed to cultivate ambitious, high-potential young talents who are destined to become future leaders of our organization.

Career Choices	Brief Description
 <p><b>Management Trainee Program</b></p>	<p>A career-long rotational management programme centrally coordinated by CEO to develop the next generation of business leaders. This programme consists of mentorship from senior management for guidance and feedback, opportunity to work on strategic projects aligned with business goal and accelerated career progression under healthcare industry</p>
 <p><b>Relationship Executive Program</b></p>	<p>The 24 months Programme was established to nurture young, talented professionals in the field of wellness and medical aesthetics to lead the Company to even greater heights in the future.</p>

## Management Trainee Programmes

In pursuit of our corporate vision and to meet the needs arising from our rapid business expansion, we have established the Management Trainee Programme that is specifically designed to cultivate ambitious, high-potential young talents who are destined to become future leaders of our organization.

Our Management Trainee Programme provides participants with the invaluable opportunity to gain hands-on experience in the capacity of a manager-to-be, enabling them to identify and execute key business strategies and processes. Throughout the programme, trainees receive close guidance from our esteemed senior managers who lay the groundwork for their professional growth. Spanning two years, the programme equips our trainees with the essential skills required to develop and implement innovative growth strategies as future managers, sustaining and fueling the success of our organization.

We are committed to nurturing our trainees and facilitating their development into professional managers, ensuring they are poised to excel in their future careers and make significant contribution to the ongoing expansion of our healthcare ecosystem. By fostering their growth, we invest in the future of our organization and the continued enhancement of our services within the healthcare industry.



“Starting from a new management trainee, I climbed up step by step and gradually became a senior professional. Over the past 12 years, I have had the opportunity to be involved in a variety of projects and assignments, and to work in different departments. This enabled me to gain comprehensive business knowledge and practical experience. More importantly, I gained the trust and recognition of the company and different management, and many important tasks were entrusted to me to lead and complete.”

From Cecilia Lee — Assistant General Manager, MT 2012



Kanson joined EC in 2021 and completed the 2-year Management Trainee program. Kanson expressed a desire to apply his knowledge in a more specialized role, and after a short break, he decided to rejoin EC Healthcare as a Portfolio Manager. Kanson is pleased to see the trust that EC Healthcare places in young leaders, entrusting them with high autonomy and leadership roles at an early stage in their career.

From Kanson Hung — Portfolio Manager, MT 2021

# Corporate Governance



**Uphold business integrity, foster a climate of trust**

## Overview

Our Company's culture of integrity is fostered by a strong and effective corporate governance, which aims at achieving excellent performance and a highly sustainable business in the long-term. It effectively serves to promote accountability across all staff members and groups within EC Healthcare. Corporate governance covers all rules, ordinances, norms, and procedures that specify how our business is run.

We acknowledge the significance of corporate governance and we witness, as a result, improved operations, lower costs, more effective procedures, a better compliance culture, and simplicity of error detection. These advantages that result from managing risks while streamlining and standardising organizational operations highlight the significance of corporate governance.

The Group strives to provide high quality clinical care in a safe and efficient setting, where risks and difficulties are assessed, detected early and dealt with quickly through evaluating and enhancing the effectiveness of our patient safety and quality system. Safety is everyone's concern and it forms the basis of excellence. We support accountability in this area at all levels of our organization. Strong leadership in safety and quality is ingrained by both the Sustainability Committee and the Board.

## BOARD GOVERNANCE

The Board of Directors plays a central supporting and supervisory role in corporate governance and bears primary responsibility for ensuring the appropriate standards of conduct and adherence to proper procedures. It regularly reviews operation procedures, shares international best practices, and reviews corporate governance disclosures. We have also established formal, considered and transparent procedures for the appointment, re-election, rotation, and removal of the Directors.

To ensure our long-term commitment to sustainability, the Board sets the overall direction, while overseeing the formulation and integration of relevant policies into the Group's robust corporate governance structure at all levels, from management, business units to individual employees. The Board reviews and advises on all sustainability matters, which include setting the 2030 ESG Targets, risk identification and management, climate resilience and other key sustainability projects. It is also deeply involved in ESG task prioritisation, progress review and recommendation. Training is arranged for the Board of Directors to keep them abreast of the ever-evolving ESG landscape.

During the year, the Group proactively increased the INED representation on the Board . Currently, the Board comprises of 7 Directors, and the proportion of independent non-executive directors has increased to 43%, which enhances the objectivity of the Board's decision-making process.



## RISK GOVERNANCE

The Board has the responsibility to ensure that the company establishes, maintains, and regularly reviews the effectiveness of its risk management and internal control systems. The effectiveness of the risk management process is subject to inspection by internal audit, with support from external professionals where necessary.

### Risk Management Framework

The company has established a risk management framework for corporate risks, which is aligned with ISO 31000 standards. It is based on the “three lines of defence” model, a widely used approach to minimise conflicts of interest and ensure independent oversight. The three lines of defence operate as follows:

1. The first line of defence is composed of the management of business units and functional departments, which conduct risk assessment and identify the material risks they face.
2. The second line of defence is the internal audit function, which provides independent and objective feedback on the effectiveness of risk management and internal controls. It also monitors the implementation status of suggested improvements.
3. The third line of defence is the Audit Committee, which reviews the internal audit results and provides comments to the Board.

The integrated management system covers nearly 300 policies and procedures across the group, which includes escalation protocols for major risks.

Although there was an organizational restructuring during the year, the Company remains focused on upholding a high standard of corporate governance. As a result, we engaged an external consultant to review and align the risk management framework with the latest organizational structure. Representatives from the Board, senior management team, departmental heads, and other key stakeholders participated in the group-level exercise. Our systematic risk management framework was further reviewed by a third-party and continues to comply with the ISO 31000:2018 risk management standards, which affirms that our approach to risk management is aligned with internationally recognized best practices.

### Risk Management Assessment

Our risk assessment process involves the systematic identification, analysis, and evaluation of risks related to our business activities and ESG objectives. This comprehensive approach enables us to develop and implement appropriate risk response strategies.

- a) Risk Identification: Scanning the internal and external business environment to identify potential risks, such as changes in healthcare regulations, evolving consumer preferences, and emerging environmental concerns.
- b) Risk Analysis: Analysing the identified risks to determine their potential impact on financial performance, operational efficiency, brand reputation, and stakeholder relationships. This assessment considers both the likelihood and severity of the risks.
- c) Risk Evaluation: Employ a structured evaluation framework to prioritize the identified risks based on their significance to our organization. This allows us to focus our risk management efforts on the most critical areas.
- d) Risk Response: Based on the risk evaluation, departments and business units develop and implement tailored risk response strategies, which may include risk avoidance, risk mitigation, risk transfer, or risk acceptance measures.
- e) Monitoring and Review: Continuously monitor and adapt to internal and external changes

## Key Focus Areas

In 2023, the company conducted a comprehensive review of the risk landscape, focusing on the classification and prioritization of enterprise risks based on various factors, such as financial impact, reputation, legal implication, operational disruptions, and potential safety concerns. To ensure consistency, each functional department completed the exercise based on a standard format and risk ranking criteria.

As part of our proactive risk management approach, we continually review and adapt our priorities to address emerging risks that may arise based on the latest market developments and internal assessments.

Risk and Description	Risk Trend	Mitigation
<p><b>Cyber security</b></p> <p>Insufficient protection and policies may expose the company to cyber attack and result in disruption of business operations</p>	Broadly the same	<ul style="list-style-type: none"> <li>— Enhance antivirus and firewall for computers and servers</li> <li>— Simulation testing is conducted to raise awareness of data security, and user training is provided to reinforce staff knowledge</li> <li>— Implementation of cloud-based platform and secured remote access solution for all eligible staff</li> <li>— Routine back-up of key systems</li> </ul>
<p><b>Economic slowdown</b></p> <p>Delayed recovery of Hong Kong economy that may result in a decline in business activities</p>	New	<ul style="list-style-type: none"> <li>— More frequent reviews on the financial performance of business segments</li> <li>— Detailed forecasting and multi-year scenario planning</li> <li>— Prudent capital management in response to elevated interest costs</li> <li>— Consider and evaluate capital recycling opportunities</li> </ul>
<p><b>Regulatory and policy change</b></p> <p>Inability to comply with the evolving regulatory landscape</p>	Emerging	<ul style="list-style-type: none"> <li>— Strong track record of operating at the highest standard, with a number of medical centers successfully fulfilling the stringent requirements for Day Procedure Centers</li> <li>— Regular monitoring of evolving healthcare regulations, policies, and industry standards on the company</li> <li>— Reviewing and addressing feedback from the medical advisory board</li> <li>— Contributing to public consultation on policy initiatives related to healthcare industry</li> </ul>

## Medical Advisory Board and Medical Safety Committee



EC Healthcare is dedicated to safeguarding the health, safety and privacy of our customers. We have established a medical advisory board, which comprises of prominent leaders in medicine. Dr. Ko Wing Man, member of the Executive Council and former Secretary for Food and Health, was named as Chief Advisor of the board. The board convenes meetings quarterly and acts as a steward of the Group on issues related to governance, mitigation of medical operational risks, and promotion of best practices in quality assurance, safety, and compliance.

Meanwhile, the Medical Safety Committee (which includes physicians as representatives) is focused on ensuring that the risk management protocols are followed, continuous staff education is conducted, and incidents (if any) are reported in a timely manner.

The medical advisory board also regularly reviews the incident reports prepared by the Medical Safety Committee to ensure that appropriate measures have been implemented to prevent repeated occurrences.

In addition, we have developed a comprehensive Clinical Governance Framework based on an integrated approach to clinical risk management and continuous quality improvement. For example, all registered medical practitioners and dental practitioners in our Group are required to follow the “Code of Professional Conduct” of the Medical Council of Hong Kong and the “Code of Professional Discipline” of the Dental Council of Hong Kong. Furthermore, periodic maintenance of all medical equipment is performed.

## Oversight on Data Privacy

In response to the emphasis on cyber security and data privacy, we engaged a professional consultant to review and advise on our data governance policies as part of IT risk management. Following a thorough assessment, we will formulate strategies and reinforce data governance practices based on transparent, informed, and unbiased data. In addition, we appointed Mr. Stephen Kai-Yi Wong, former Commissioner at the Office of the Privacy Commissioner for Personal Data as the Chief Advisor (Data Privacy) to further strengthen our commitment to data governance and privacy protection. Mr. Wong's experience is invaluable in guiding us to navigate the regulatory landscape.



## Crisis Management – Working Guideline/Policy

Based on our robust risk management framework, the Crisis Management Team will be engaged if the relevant incident is categorized as “crisis”. Chaired by the CEO, the Crisis Management Team includes representatives from all major departments. The team conducts scenario analysis and takes into account various factors when preparing the contingency plans. The team provides guidelines for staff to follow, monitors the situation closely, and advises the procedure for returning to normal business operation.

We are dedicated to maintaining the trust of our patients, employees, investors, and the communities in which we operate. By integrating the medical advisory board's initiatives with our existing risk management framework, we aim to ensure that our practices remain aligned with the highest ethical standards and industry expectations. Furthermore, we will leverage on the expertise of our new senior advisors to stay up-to-date with the latest industry developments and uphold our reputation for delivering trusted and reliable healthcare services.



## QUALITY ASSURANCE IN OUR PRODUCTS AND SERVICES

All medical projects were completed in accordance with professional medical procedures during the reporting year. Before receiving treatment, clients are required to indicate that they are aware of the dangers and risks associated with our medical services by signing a permission or consent form. The official websites of all the brands affiliated with our Group include all the essential information and terms and conditions to aid in the general understanding of all relevant information, including the Privacy Policy Statement of such businesses.



To increase patient safety, disposable medical supplies are used to eliminate cross-contamination risk between patients.

### Quality Management System: ISO 9001:2015



ISO 9001:2015 certification obtained by EC Healthcare

During the reporting year, we attained the ISO 9001:2015 certification for our Quality Management System. The accreditation affirms our ability to consistently provide products and services that meet the expectations of our customers and stakeholders while complying with the relevant rules and regulations.

In line with our commitment to quality management, we also prioritize compliance with medical regulations and select high-quality medical equipment to ensure the availability of safe medical devices for our customers. By enforcing strict control measures and maintaining high-quality standards, we can set an example for other stakeholders that use or design medical devices and drive positive change across the industry.

Guided by the international standard, we endeavour to continually improve the Group's business processes and remain committed to provide industry-leading services.



ISO 15189:2012  
Medical Laboratory  
Accreditation

PathLab Medical Laboratories, one of our key selective brands, is a HOKLAS ISO 15189 accredited laboratory.



9 fully-licensed Day Procedure Centers operating under the Group, which have fulfilled the stringent requirements of the Private Healthcare Facilities Ordinance (Cap. 633)



## Exceptional Services



## Maintain Customer Privacy



## Customer Support



As a major provider of medical healthcare services in the industry, we undertake significant efforts to reduce possible risks for all of our goods and services, keeping in mind the Group's commitment to providing services with integrity to our clients. We are devoted to prioritizing our customers' interests and needs, and consistently offering exceptional services to our customers. We believe it is of the utmost importance to protect patients' personal information and privacy rigorously.

The Group prohibits misrepresentation of false information for any promotional or advertising purposes. Before publication, advertisements of the Group's will undergo a rigorous review of all of their text and visual components to ensure that they are in line with the Trade Descriptions Ordinance and the Undesirable Medical Advertisements Ordinance.

Moreover, customer support has been instrumental to the improvement of our Company's corporate status in the medical industry. The terms and conditions for customers under the Privacy Policy Statement of companies under our Group are outlined on both their websites and ours. Putting our customers' satisfaction first, we encourage them to provide their comments and suggestions on the platforms. If there are any mishaps or instances where customers are dissatisfied with our services, we always address these concerns proactively in a respectful manner. Committed to ongoing improvement we have established a 24-hour customer support hotline and email to answer public inquiries.

We have implemented measures to ensure that personal information processing activities comply with the laws and regulations, and to prevent any unauthorized access to, leakage, distortion, or loss of personal information. These measures include: (1) establishing internal management systems and operating procedures; (2) managing personal information by categorization; and (3) employing security and technological measures such as encryption and de-identification, etc. We regularly conduct compliance audits of personal information processing to ensure that the activities adhere to laws and regulations.

### Protection of Intellectual Property Rights

To preserve our valuable intellectual property rights, EC Healthcare has enacted a multitude of auxiliary measures to guide the Group's enterprises while fully adhering to the Copyright Ordinance (Cap. 528 of Laws of Hong Kong). We strive to foster an atmosphere where creativity thrives and hard work is appreciated, while spurring the exchange of ideas. We realize it is essential to protect any unique ideas, products and services we possess in order to defend the Group's best interest and to fuel further development. During the onboarding process of new employees, they will be briefed on EC Healthcare's policies for the protection of confidential information and intellectual property rights. If breaches are detected, the Group reserves the right to pursue legal action or seek to intervene through mediation.



Ancillary measures for electronic sales are advocated, whereby all booklets about subjects such as the launch of products and services are presented with only authorized and specified tablets to avoid the misappropriation of sensitive information or trade secrets.



The Group's trademarks are registered with the Trade Marks Registry to protect and represent the Company's reputation and professional image. As our trademarks are associated with high standards, consumers can use them to identify and choose our products and services.



Websites for the brands under the Group are registered under the appropriate and applicable domains.







## ETHICAL AND RESPONSIBLE BEHAVIOUR

### ESG Framework, Policies, and Guidelines

Below are some of the policies and guidelines that integrate the sustainability elements into our operations:

#### Environmental



Sustainability in Supplier Evaluation  
Sustainability Criteria in M&A  
Paper Recycling

#### Social



Flexible Working Policy  
Internal Transfer Policy  
Leave Policy

#### Governance



Code of Conduct  
Privacy Policy  
Risk Management Policy  
Quality Management Policy

The Code of Conduct is formulated to enhance and strengthen our employees' standards of professional conduct and covers the following areas:

- A) Code of Ethics
- B) Gifts and Hospitality Policies
- C) Combating Money Laundering and Terrorist Financing
- D) Declaration of Conflict of Interest
- E) Internal and Fair Dealing
- F) Suggestion and Reports

### POLICY COMMITMENT

On top of our employees being required to strictly follow the code of conducts, our management team is responsible for supervision in case of any violation. In addition, in June 2015, our organisation has initiated and developed a whistle-blowing policy. Our employees have been encouraged to anonymously express themselves and provide feedback about their positions or the Company via email.

Our workers can also offer their contact information to our senior management, who will follow up with the matters on a confidential basis. Only the Company's chief executives are permitted to review such correspondence. With two reporting systems in place, the Group encourages the employees to make enquiries or report illegal or suspicious behaviour.

### The 2 Reporting Channels are:



#### The 2 Reporting Channels are:

1. For commercial bribery and fraud, directly submit reports to the chief operating officer or the chief financial officer by email;
2. For other behaviour violating the “Code of Conduct”, directly submit reports to the senior operations manager or the human resources manager by email.

However, if a violation of the “Code of Conduct” is uncovered, EC Healthcare will take immediate action by investigating instantly and notifying the relevant government authorities. Once misconduct is confirmed and revealed, the individuals involved will be penalised, face disciplinary action depending on the severity of the breaches, or, in the worst-case scenario, have their employment contracts terminated.

Employees are also subjected to regular ethical training to remind them of the importance of adhering to the Code of Conduct at all time. During the reporting period, EC Healthcare was not aware of any violations of laws and regulations relating to bribery, extortion, fraud, and money laundering, and the Prevention of Bribery Ordinance (Chapter 201 of the Laws of Hong Kong) and Anti-Money Laundering and Counter-Terrorist Financing Ordinance (Chapter 615 of the Laws of Hong Kong) were strictly enforced.

## ANTI-CORRUPTION

When corruption is rampant in a company, the broader business climate is impacted as the public trust has been compromised. Extortion, fraud, and bribery are just a few of the various guises that corruption can take. Numerous firms are affected due to the corrosive impact of corruption on growth and business operations, plundering both earnings and the confidence in the end. This may result in issues with wealth inequality and distribution, overall governmental structure and business climate, unfavourable revisions to licenses or contracts, and legal action.

As part of our corporate culture and “Code of Conduct,” EC Healthcare values include honesty, integrity, and a sense of responsibility. Bribery, extortion, fraud, and money laundering are all forms of corruption that are against our principles and we would never accept and tolerate the slightest violation. EC Healthcare’s “Code of Conduct” explicitly stipulates anti-bribery, anti-fraud, and anti-money laundering prohibitions. Employees are instructed by our codes of conduct on how to invariably uphold our business ethics and principles.

### Staff and agents are prohibited from:



#### Staff and agents are prohibited from:

- Offering or accepting monetary advantages, gifts, loans, or any other benefits that may influence the agent’s incentive to work against the best interest of shareholders
- Interfering with independent judgement on diagnosis and treatments provided to our customers; offering or receiving kickbacks, remuneration or secret commissions for ECH
- Offering bribes to government officers to obtain favourable terms or conditions
- Engaging in any actual or potential insider dealings

“Environmental, Social and Governance Reporting Guide” Aspect and General Disclosure		Description	Page(s)
<b>A. Environmental</b>			
<b>Aspect A1: Emissions</b>			
<b>General Disclosure</b>	A1	Information on (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to air and greenhouse gas emissions, discharges into water and land, and generation of hazardous and non-hazardous waste	10–11
<b>KPI</b>	A1.1	The types of emissions and respective emissions data	11–12
	A1.2	Greenhouse gas emissions in total and intensity	11–12
	A1.3	Total hazardous waste produced and intensity	14
	A1.4	Total non-hazardous waste produced and intensity	14
	A1.5	Description of measures to mitigate emissions and results achieved	10–14
	A1.6	Description of how hazardous and non-hazardous wastes are handled, reduction initiatives, and results achieved	14
<b>Aspect A2: Use of Resources</b>			
<b>General Disclosure</b>	A2	Policies on the efficient use of resources, including energy, water and other raw materials	10–11
<b>KPI</b>	A2.1	Direct and/or indirect energy consumption by type in total and intensity	13
	A2.2	Water consumption in total and intensity	13
	A2.3	Description of energy use efficiency initiatives and results achieved	13
	A2.4	Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency initiatives and results achieved	13
	A2.5	Total packaging material used for finished products	14
<b>Aspect A3: The Environment and Natural Resources</b>			
<b>General Disclosure</b>	A3	Policies on minimizing the issuer’s significant impact on the environment and natural resources	10–11
<b>KPI</b>	A3.1	Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them	10–11

“Environmental, Social and Governance Reporting Guide” Aspect and General Disclosure		Description	Page(s)
<b>B. Social</b>			
<b>Employment and Labour Practices</b>			
<b>Aspect B1: Employment</b>			
<b>General Disclosure</b>	B1	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare	23
<b>Aspect B2: Health and Safety</b>			
<b>General Disclosure</b>	B2	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to providing a safe working environment and protecting employees from occupational hazards	28
<b>KPI</b>	B2.3	Description of occupational health and safety measures adopted, how they are implemented and monitored	28
<b>Aspect B3: Development and Training</b>			
<b>General Disclosure</b>	B3	Policies on improving employees’ knowledge and skills for discharging duties at work. Description of training activities.	26–27
<b>Aspect B4: Labour Standards</b>			
<b>General Disclosure</b>	B4	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to preventing child and forced labour	29
<b>KPI</b>	B4.1	Description of measures to review employment practices to avoid child and forced labour	29

“Environmental, Social and Governance Reporting Guide” Aspect and General Disclosure		Description	Page(s)
<b>Operation Practices</b>			
<b>Aspect B5: Supply Chain Management</b>			
<b>General Disclosure</b>	B5	Policies on managing environmental and social risks of the supply chain	39
<b>Aspect B6: Product Responsibility</b>			
<b>General Disclosure</b>	B6	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have significant impact on the issuer relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress	36–37
<b>KPI</b>	B6.3	Description of management related to maintenance and protection of intellectual property rights	38
	B6.4	Description of quality-checking process procedures	36–37
	B6.5	Description of consumer data protection and privacy policies, how they are implemented and monitored	36–37
<b>Aspect B7: Anti-corruption</b>			
<b>General Disclosure</b>	B7	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have significant impact on the issuer relating to preventing bribery, extortion, fraud and money laundering	40–41
<b>KPI</b>	B7.1	Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the reporting period and the outcomes of the cases	40–41
	B7.2	Description of preventive measures and whistle-blowing procedures, how they are implemented and monitored	40–41
<b>Aspect B8: Community Investment</b>			
<b>General Disclosure</b>	B8	Policies on community engagement to understand the needs of the communities where the issuer operates and to ensure its activities take into consideration the communities’ interests	15–22

## Statement of use

EC Healthcare has reported the information cited in this GRI content index for the period 1 April 2023–31 March 2024 with reference to the GRI Standards.

## GRI 1 used

GRI 1: Foundation 2021

GRI Standard	Disclosure	Location <sup>2</sup> /Reason for Omission
<b>GRI 2:</b> <b>General Disclosures 2021</b>	2-1 Organizational details	Cover Page  Annual Report <ul style="list-style-type: none"> <li>• EC Healthcare at a Glance</li> <li>• Geographical Coverage</li> </ul>
	2-2 Entities included in the organization's sustainability reporting	Introduction — Report Coverage
	2-3 Reporting period, frequency and contact point	Introduction — Report Coverage  Annual Report <ul style="list-style-type: none"> <li>• Investor Relations</li> </ul>
	2-4 Restatements of information	Introduction — Report Coverage
	2-5 External assurance	External assurance was not carried out by an independent third party for this report
	2-6 Activities, value chain and other business relationships	Introduction  Annual Report <ul style="list-style-type: none"> <li>• EC Healthcare At A Glance</li> <li>• Geographical Coverage</li> <li>• One-Stop Multi-Brand Ecosystem</li> <li>• Management Discussion and Analysis — Business Review</li> <li>• Report of the Directors — Relationship with Key Stakeholders</li> </ul>
	2-7 Employees	Diversity & Inclusion
	2-8 Workers who are not employees	We consider this as confidential information and thus it has been omitted
	2-9 Governance structure and composition	Sustainability Governance  Annual Report <ul style="list-style-type: none"> <li>• Corporate Governance</li> </ul>
	2-10 Nomination and selection of the highest governance body	Board Governance  Annual Report <ul style="list-style-type: none"> <li>• Corporate Governance</li> </ul>
	2-11 Chair of the highest governance body	Annual Report <ul style="list-style-type: none"> <li>• Corporate Governance</li> </ul>
	2-12 Role of the highest governance body in overseeing the management of impacts	Sustainability Governance  Annual Report <ul style="list-style-type: none"> <li>• Corporate Governance</li> </ul>

<sup>2</sup> Location refers to a section in the ESG Report, unless stated otherwise

GRI Standard	Disclosure	Location <sup>2</sup> /Reason for Omission
	2-13 Delegation of responsibility for managing impacts	Sustainability Governance
	2-14 Role of the highest governance body in sustainability reporting	Sustainability Governance
	2-15 Conflicts of interest	Ethical and Responsible Behaviour  Annual Report <ul style="list-style-type: none"> <li>• Corporate Governance</li> <li>• Report of the Directors: <ul style="list-style-type: none"> <li>o Directors' Interests in Transactions, Arrangements or Contracts</li> <li>o Directors Interest in Competing Business</li> </ul> </li> <li>• Related Party Transactions</li> </ul>
	2-16 Communication of critical concerns	Policy Commitment  Annual Report <ul style="list-style-type: none"> <li>• Corporate Governance</li> </ul>
	2-17 Collective knowledge of the highest governance body	Board Governance  Annual Report <ul style="list-style-type: none"> <li>• Corporate Governance</li> </ul>
	2-18 Evaluation of the performance of the highest governance body	Board Governance  Annual Report <ul style="list-style-type: none"> <li>• Corporate Governance</li> </ul>
	2-19 Remuneration policies	Annual Report <ul style="list-style-type: none"> <li>• Employment And Remuneration Policy</li> </ul>
	2-20 Process to determine remuneration	Employee Well-Being  Annual Report <ul style="list-style-type: none"> <li>• Employment and Remuneration Policy</li> <li>• Remuneration Committee</li> </ul>
	2-21 Annual total compensation ratio	We consider this as confidential information and thus it has been omitted.
	2-22 Statement on sustainable development strategy	Sustainability at a Glance  Annual Report <ul style="list-style-type: none"> <li>• Chairman's Statement</li> </ul>
	2-23 Policy commitments	Board Governance Ethical and Responsible Behaviour Policy Commitment

GRI Standard	Disclosure	Location <sup>2</sup> /Reason for Omission
	2-24 Embedding policy commitments	Policy Commitment  Annual Report: <ul style="list-style-type: none"> <li>• Corporate Governance               <ul style="list-style-type: none"> <li>o Board Diversity Policy</li> <li>o Directors' Nomination Policy</li> <li>o Shareholders' Communication Policy</li> <li>o Dividend Policy</li> <li>o Employment and Remuneration Policy</li> </ul> </li> </ul>
	2-25 Processes to remediate negative impacts	Policy Commitment  Annual Report <ul style="list-style-type: none"> <li>• Relationship with Key Stakeholders</li> </ul>
	2-26 Mechanisms for seeking advice and raising concerns	Policy Commitment
	2-27 Compliance with laws and regulations	Policy Commitment  Annual Report <ul style="list-style-type: none"> <li>• Report of the Directors</li> </ul>
	2-28 Membership associations	Community Outreach  Annual Report <ul style="list-style-type: none"> <li>• Key Milestones</li> <li>• Awards and Recognitions</li> </ul>
	2-29 Approach to stakeholder engagement	Materiality and Stakeholder Engagement
	2-30 Collective bargaining agreements	Not applicable.
<b>GRI 3: Material Topics 2021</b>	3-1 Process to determine material topics	Materiality and Stakeholder Engagement
	3-2 List of material topics	Materiality and Stakeholder Engagement
<b>GRI 201: Economic Performance 2016</b>	3-3 Management of material topics	Annual Report <ul style="list-style-type: none"> <li>• Management Discussion and Analysis</li> </ul>
	201-1 Direct economic value generated and distributed	Annual Report <ul style="list-style-type: none"> <li>• Management Discussion and Analysis               <ul style="list-style-type: none"> <li>o Business Review</li> <li>o Business Segment Review</li> </ul> </li> </ul>
	201-2 Financial implications and other risks and opportunities due to climate change	Annual Report <ul style="list-style-type: none"> <li>• Management Discussion and Analysis</li> </ul>
	201-3 Defined benefit plan obligations and other retirement plans	Annual Report — Pension Schemes
	201-4 Financial assistance received from government	Annual Report — Note 6 of Financial Statements



GRI Standard	Disclosure	Location <sup>2</sup> /Reason for Omission
<b>GRI 203: Indirect Economic Impacts 2016</b>	3-3 Management of material topics	Environmental
	203-1 Infrastructure investments and services supported	Environmental  Annual Report: <ul style="list-style-type: none"> <li>• Management Discussion &amp; Analysis <ul style="list-style-type: none"> <li>o Capital Expenditure and Commitments</li> </ul> </li> </ul>
<b>GRI 205: Anti-corruption 2016</b>	3-3 Management of material topics	Anti-Corruption  Annual Report: <ul style="list-style-type: none"> <li>• Corporate Governance</li> </ul>
	205-1 Operations assessed for risks related to corruption	Anti-Corruption
	205-2 Communication and training about anti-corruption policies and procedures	Anti-Corruption
	205-3 Confirmed incidents of corruption and actions taken	Policy Commitment
<b>GRI 206: Anti-competitive Behavior 2016</b>	3-3 Management of material topics	Annual Report: <ul style="list-style-type: none"> <li>• Corporate Governance</li> </ul>
	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Ethical and Responsible Behaviour  Annual Report: <ul style="list-style-type: none"> <li>• Deed of Non-competition</li> </ul>
<b>GRI 302: Energy 2016</b>	3-3 Management of material topics	Environmental
	302-1 Energy consumption within the organization	Environmental
	302-3 Energy intensity	Environmental
<b>GRI 303: Water and Effluents 2018</b>	3-3 Management of material topics	Environmental
	303-5 Water consumption	Environmental
<b>GRI 305: Emissions 2016</b>	3-3 Management of material topics	Environmental
	305-1 Direct (Scope 1) GHG emissions	Environmental
	305-2 Energy indirect (Scope 2) GHG emissions	Environmental
<b>GRI 306: Waste 2020</b>	3-3 Management of material topics	Environmental
	306-3 Waste generated	Environmental

GRI Standard	Disclosure	Location <sup>2</sup> /Reason for Omission
<b>GRI 403: Occupational Health and Safety 2018</b>	3-3 Management of material topics	Social — Health and Safety
	403-4 Worker participation, consultation, and communication on occupational health and safety	Social — Health and Safety
	403-5 Worker training on occupational health and safety	Social — Health and Safety
	403-6 Promotion of worker health	Social — Health and Safety
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Risk Governance
<b>GRI 404: Training and Education 2016</b>	3-3 Management of material topics	Social — Development and Training
	404-1 Average hours of training per year per employee	Social — Development and Training
	404-2 Programs for upgrading employee skills and transition assistance programs	Social — Development and Training
<b>GRI 405: Diversity and Equal Opportunity 2016</b>	3-3 Management of material topics	Social — Diversity & Inclusion
	405-1 Diversity of governance bodies and employees	Social — Diversity & Inclusion
<b>GRI 408: Child Labor 2016</b>	3-3 Management of material topics	Social — Our People
	408-1 Operations and suppliers at significant risk for incidents of child labor	Social — Our People
<b>GRI 409: Forced or Compulsory Labor 2016</b>	3-3 Management of material topics	Social — Our People
	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Social — Our People
<b>GRI 413: Local Communities 2016</b>	3-3 Management of material topics	Community Outreach
	413-1 Operations with local community engagement, impact assessments, and development programs	Community Outreach
<b>GRI 417: Marketing and Labeling 2016</b>	3-3 Management of material topics	Corporate Governance — Quality Assurance in our Products and Services
	417-1 Requirements for product and service information and labeling	Corporate Governance — Quality Assurance in our Products and Services

# EC Healthcare®

## 醫思健康

Incorporated in the Cayman Islands with limited liability  
 於開曼群島註冊成立之有限公司  
 (Stock Code 股份代號: 2138)

