

Caring for Our People and Communities

ZERO WORK-RELATED fatalities

ZERO INCIDENTS OF NEEDLE-STICK INJURIES for patients

\$300K

SPENT ANNUALLY to support local social enterprises in Singapore

100% OF ELIGIBLE EMPLOYEES¹ received regular performance and career development reviews

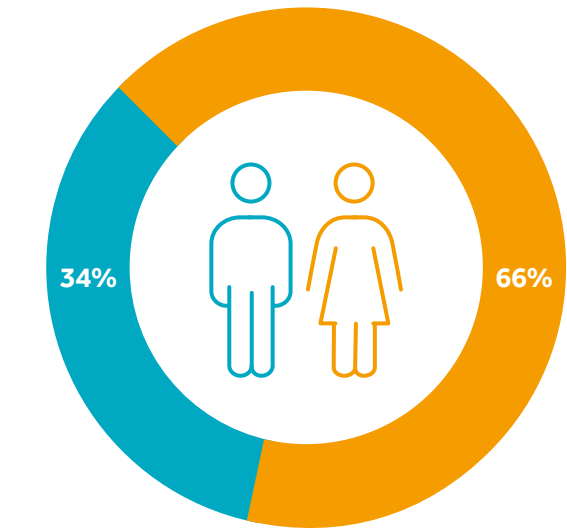
61 COMMUNITY PROJECTS with active employee participation

Workforce Diversity



Group Employees Profile by Gender

Across the Group, 66% of our workforce was made up of females and in 2025, we also have achieved at least 30% female representation in senior management.

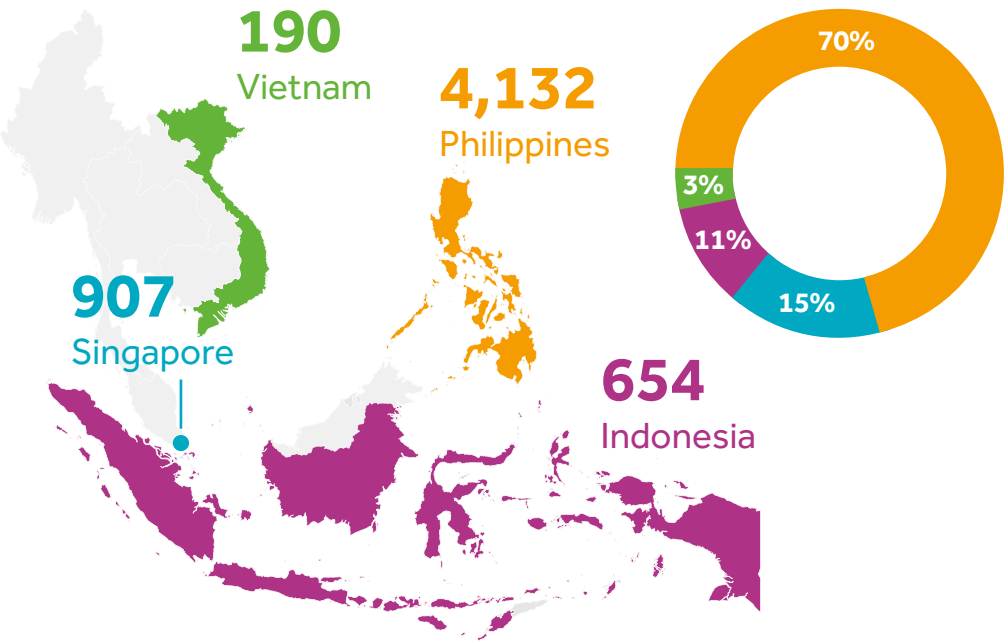


Male 2,019
Female 3,864



Group Employees Profile by Location

In 2025, we had 5,228 permanent employees and 564 temporary employees. 97% of our workforce were permanent employees, contributing to a more stable and productive workforce.



Employee Breakdown

Number of employees by contract type and gender

	Singapore		Philippines		Indonesia		Vietnam	
	Male	Female	Male	Female	Male	Female	Male	Female
Permanent	248	636	1,350	2,527	192	252	9	14
Temporary	4	19	43	121	55	155	82	85

Number of employees by employment type and gender

	Singapore		Philippines		Indonesia		Vietnam	
	Male	Female	Male	Female	Male	Female	Male	Female
Full-Time	251	638	1,350	2,527	247	407	91	99
Part-Time	1	17	79	176 ²	0	0	0	0

Employee Turnover

Number of new hires by gender and age

	Singapore		Philippines		Indonesia		Vietnam	
	Male	Female	Male	Female	Male	Female	Male	Female
Male	62	148	270	622	36	113	52	43
Female	72	127	580	293	104	44	72	23
Under 30 years old	11	19	19	19	1	1	0	0
30-50 years old								
Above 50 years old								

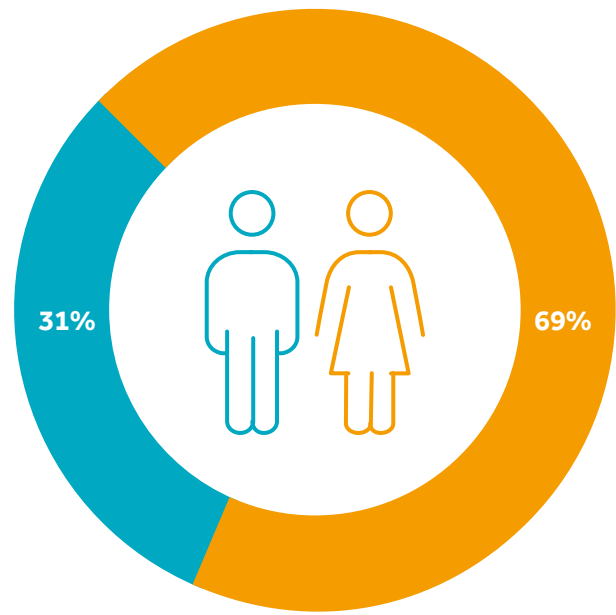
¹ Eligible employees refer to employees eligible for bonuses for Fullerton Health (Singapore) and regular employees for Fullerton Health (Philippines). For Fullerton Health Group of Companies Indonesia and Fullerton Health (Vietnam), both permanent and contract employees receive performance and development reviews.

² Part time employees in the Philippines include those who are categorised as neither permanent nor temporary contract workers, based on the nature of their work and our internal HR categorisation. In 2025, there were 255 such employees in 2025, leading to a difference of 91 employees between the total number of full time and part time employees and the total number of permanent and temporary employees for the Philippines.



Fullerton Health New Hires by Gender

In this reporting period, there were 1,346 new employees across the Group, with a new hire rate of 23%. Most of our new hires were also female, making up 69% of our new hires.

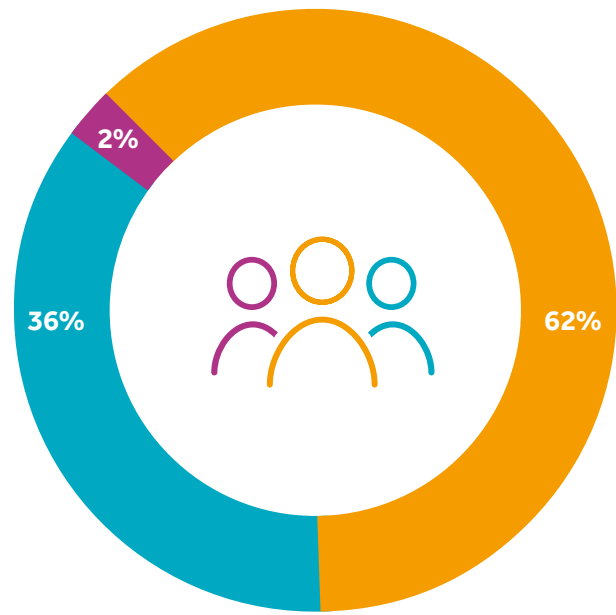


Male Hires 420
Female Hires 926



Fullerton Health New Hires by Age

In terms of age diversity, 62% of our new hires were under 30 and 36% were between the ages of 30-50. The breakdown of our new hires further by country and age groups are as follows:

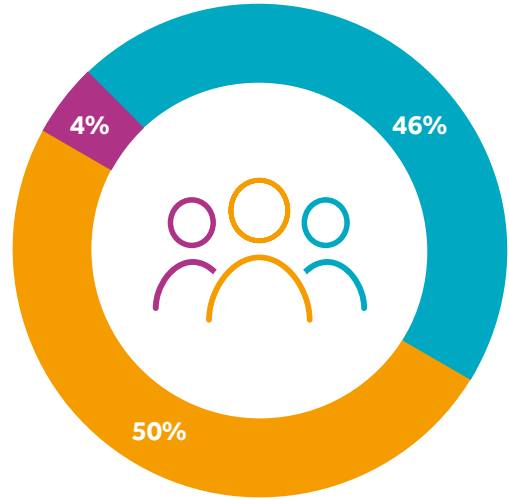


Under 30 828
30-50 487
Above 50 31



Fullerton Health Leavers By Age

Among the different age groups, 46% of our leavers were under 30, and 50% were between the ages of 30-50. The breakdown for employee turnover by region is as follows:



Under 30 445
30-50 483
Above 50 36

Performance (FY2025)

Parental Leave

	Turkey		Philippines		Indonesia		Vietnam	
	Male	Female	Male	Female	Male	Female	Male	Female
Total number of employees that were entitled to parental leave	80	217	693	1,011	247	407	112	116
Total number of employees that took parental leave	65	180	30	82	11	14	4	5
Total number of employees that returned to work in the reporting period after parental leave ended	65	180	30	79	10	14	4	1 ⁴
Total number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work	46	128	28	75	13	21	1	3
Return to work rates ² of employees that took parental leave (%)	100	100	100	96	91	100	100	20
Retention rate ³ of employees that took parental leave (%)	85	70	93	95	30	50	100	100

² Refer to the Reporting Methodology section [in the full Sustainability Report 2025](#) for more details.

³ Refer to the Reporting Methodology section [in the full Sustainability Report 2025](#) for more details.

⁴ Four employees remained on parental leave.

Number of leavers by gender and age

	Turkey	Philippines	Indonesia	Vietnam
Male	47	215	23	32
Female	135	451	40	21
Under 30 years old	47	332	30	36
30-50 years old	113	320	33	17
Above 50 years old	22	14	0	0