



Statement from Executive Chairman⁽¹⁰²⁻¹⁴⁾

As a Group, we are constantly looking at how sustainability can play a part in our business. Environmental, social and corporate governance (ESG) are important to the Group as we believe they will enable us to go further and make us stronger in the long run.

This is our second Report and I am pleased to share that in the past one year, we have improved. With the expansion of our regional presence in the year, we have also expanded our reporting to include more from our regional units. In addition, we strengthened the Sustainability Committee to include more operational units so that we have a comprehensive view of the ESG efforts of the Group.

Social responsibility is key to Raffles Medical. As a Group, we have chosen to focus on four key pillars, namely Customers, Employees, Environment and Marketplace. We recognise that our every little effort can play a role in making the world a better place to live in.

Growing with our Patients

Patients are at the centre of all that we do. When we take good care of our patients, we see the business

taking care of itself. Our patients and the community we serve in are central to our existence. Raffles exists for a cause greater than itself – to provide quality healthcare to our patients. As such, we seek to create value to the community and economy where we operate in.

2018 saw us expanding Raffles Hospital with the 22-storey Raffles Specialist Centre to meet our patients' growing needs. We have used the additional space to expand our range of sub-specialty services. In addition, the extension will offer a runway for the hospital's expansion and growth for the next 10 years.

As experts in the healthcare space, we chose to enter the Integrated Shield market in August 2018 to offer unique solutions that can help resolve issues that are plaguing the private shield market. For example, the Raffles Hospital Option allows you to enjoy treatment in Raffles Hospital without paying full private premiums, while the High Deductible Option can complement your company's benefits, resulting in no coverage overlaps and thus, even more savings.

We will continue to review how we can offer sustainable and quality services and products to our patients and customers to create win-win situations for all.

Growing with the Community

As a Group, we work closely with the Singapore government through collaborations such as the Primary

Care Network and the Emergency Care Collaboration. These partnerships help reduce the pressure on the polyclinics and hospitals, allowing more to be able to receive the medical attention they need promptly at subsidised rates. We support government initiatives such as the Community Health Assist Scheme (CHAS), Pioneer Generation and the Screen for Life schemes to make healthcare more accessible.

Healthcare organisations are able to support positive health outcomes through education and screening. We believe healthcare should be lifestyle driven and thus conduct talks and seminars, provide health education materials online and offline, and offer free and discounted screening to the community to encourage healthy living.

We intend to increase frequency of community activities through more structured CSR campaigns and projects both locally and regionally, where we have our facilities.

Growing Digital

In addition to offering exciting new opportunities, we believe digital platforms enable us to grow our business without growing our carbon footprint. We are constantly looking for ways to make healthcare more accessible to our patients by connecting with them. With digital platforms such as our e-commerce platform, we are able to do so in a sustainable manner – digitally, paperless, anytime, anywhere. In 2019, we will continue to develop new platforms to connect with our patients including paving the way for teleconsultations and e-health management.

Growing Regionally

Growing responsibly has always been one of our strategic thrusts. As we expand regionally, we become accountable to a greater number of communities. With the opening of Raffles Hospital in Chongqing, this continues to be the way we do business.

Selected management staff from Raffles Hospital Singapore have been seconded to Raffles Hospital Chongqing to ensure that the Hospital draws on established expertise, systems and service standards. Some of the locally hired senior staff and doctors were sent to Singapore for attachment to ensure that they are familiar with Raffles Hospital's system and service model.

Raffles Hospital Chongqing will draw on Singapore's expertise and clinical resources to develop training and research as pillars for its development as an eminent medical centre. The Hospital will leverage on the Group's Raffles Healthcare Institute to train local and foreign healthcare professionals, including accredited training and clinical attachments for local and foreign doctors, nurses, allied health professionals and healthcare managers.

The Group will be opening a second hospital in Shanghai, Pudong Qiantan in 2019. The two hospitals, strategically located in the eastern and western regions of China, offer access to the Raffles brand of care within China.

Conclusion

Trust is highly valued by Raffles. The only way to compete in this time and age is to be more professional and more honest than others. We are grateful for the trust accorded to us by our customers, employees, shareholders and the Board. As we continue to grow responsibly, we thank you for making us your trusted partner for health.