

Prioritising Identified Aspects (102-29)

Significance to Company	High	Occupational Health & Safety	Employees Access to Healthcare	Compliance Patient Safety
	Medium	Energy, Water	Procurement Practices Risk Management Training & Education	Economic Performance Customer Experience Data Protection
	Low	Effluents & Waste Local Suppliers	Community Patient Education	
		Low	Medium	High
		Importance to Stakeholders		

Raffles Value Creation Scorecard

Value creation is the primary aim of any business. By producing value for our stakeholders, we are able to better invest in items that will enhance our long-term competitiveness and growth. The Group has selected key areas under environment, social and financial by which we measure our efforts in value creation.

CUSTOMERS	FY 2018	FY 2017	FY 2016
Customer Satisfaction Index			
Raffles Hospital Inpatient (%)	93	92	92
Raffles Hospital Outpatient (%)	84	92	95
Raffles Medical Clinics (%)	80	89	95
Patients			
Central Line-Associated Blood Stream Infection Rate	0	0	0
Ventilator Associated Pneumonia Rate	0	0	0
Catheter Associated Urinary Tract Infection Rate	0	0	0
Unscheduled Readmission within 30 days Rate	1.2	1.1	1.1
EMPLOYEES			
EMPLOYEES – Group			
Staff Strength	2,538	2,403	2,447
EMPLOYEES – Singapore			
Average Training Hours per Employee [#]	27	24	28
Training Expenditure per Employee (S\$) [#]	382	526	471
Course Evaluation (%)	95	95	94
Staff Turnover Rate (%)	30	20	17
Staff Performance Review Rate (%)	100	100	100
Hand Hygiene Compliance (%)	91	87	87
Workplace Injury Rate [^]	12.5	12.5	15.5

[#] Exclude doctors

[^] Workplace Injury Rate = $\frac{\text{Workplace Injuries} + \text{Sharps Injuries} + \text{Body Fluid Splash Incidents}}{\text{No. of Employed Persons}} \times 1,000$

ENVIRONMENT	FY 2018	FY 2017	FY 2016
ENVIRONMENT – Singapore			
Water Consumption Index (m ³ / GFA)	1.89	2.11	2.21
Electricity Consumption Index (kwh / GFA)	233	358	506
General Waste Index (non-hazardous) (ton / GFA)	0.018	0.023	0.030
Biohazard Waste Index (bins / hospital and clinic GFA)	0.095	0.118	0.115
Paper Consumption (ton)	41	39	39
Paper Recycled (ton)	26	17	10
MARKETPLACE			
Financial			
Revenue (S\$'000)	489,135	477,583	473,608
EBITDA (S\$'000)	102,508	95,078	96,611
Operating Profit (S\$'000)	84,235	80,086	81,946
Profit After Tax (S\$'000)	70,803	68,661	67,946
Operating Costs (including staff costs) (S\$'000)	410,036	401,330	395,191
Staff Costs (S\$'000)	246,182	247,600	241,736
Dividends Paid (including scrip dividends) (S\$'000)	44,926	39,847	35,027
Dividend Payout Ratio (%)	63	56	50
Local-based Suppliers (%)	99	99	98
% of Actual Dollars Spent on Local-based Suppliers	99	99	99
Community			
Employee Volunteerism (number of hours)	162.5	94	2,050*
Employee Volunteerism (number)	48	47	331*
Community Investment and Donations to Charities (S\$)	638,600*	410,400*	15,400
Community Training Places	2,771	2,519	2,813
Internships and Clinical Attachments	483	352	461
Health Talks	28	25	24

* In celebration of RMG's 40th Anniversary, extended efforts were taken to increase employee volunteerism and community investment.