



All photographs were taken either pre-COVID-19 measures or in adherence to prevailing COVID-19 guidelines and safe distancing measures.

Employees

Our Approach

RMG is a holistic employer that focuses on developing the careers of our employees, as well as ensuring their physical and emotional wellbeing. Every year, we conduct basic health screening, seasonal influenza vaccinations, and also organise other health and wellness activities to engage our employees. The annual health screenings provide employees with greater awareness of their health status while exercise classes and various wellness activities organised by the Raffles Recreation Club provide a platform for employees to adopt a healthier lifestyle. However, the number of physical fitness classes offered were limited in 2020 due to the pandemic.

Since 2012, we have offered 49 RMG scholarships and sponsorships to groom healthcare professionals and future business leaders. In 2020, a total of 11 employees received RMG sponsorships for diploma and tertiary level qualifications including an Executive Master of Business Administration course. As we expand our regional presence, we will offer scholarships to both local and international students over the next few years with the aim to nurture a pipeline of talents. In addition, we will continue to nurture and sponsor high potential employees to help them strengthen both their technical and leadership skills for personal development and career advancement.



We also disbursed 17 bursary awards in 2020 to our employees' children in support of education needs, with the aim to provide financial assistance to these children.

In the same year, we underwent an organisational restructuring and have expanded our key management team with the addition of key management personnel at the Group level, for both our Singapore and overseas offices.

Talent Development & Retention (404-2)

HIRING, RECRUITMENT AND RETENTION

In 2020, it was critical for us to ramp up our recruitment within a short timeframe to support the ongoing operational changes as a result of the COVID-19 pandemic. Some of these projects included mandatory temperature screening, health declaration and safe entry requirements to ensure the safety of our patients and visitors.

Despite the restriction of foreign patients entering into Singapore, it was critical for us to ensure that we could keep operations at a rate where our full staff strength could be retained and be meaningfully employed to support national efforts to fight against COVID-19, given the different COVID-19 projects that RMG was involved in. As such, we extended our healthcare services and solutions to outside of our usual hospital and clinic settings to the airport, dormitories, and Community Care and Recovery Facilities. We deployed our nurses and operations employees to the frontline and hired more than a thousand healthcare assistants and nurses to help strengthen our operational capabilities. At the peak of the pandemic, we even deployed our nurses from China and Vietnam to our foreign worker dormitory swabbing activities and Community Care and Recovery Facilities.

With the gradual reopening of the economy in Singapore, RMG continued to optimise our manpower deployment to support other national initiatives, keeping our employees fully engaged and productive. One example of this is the involvement of RMG employees in the pre-departure and arrival swab operations of Singapore's first Cruise-to-Nowhere passengers at Marina Bay Cruise Centre.

We continued to strengthen hiring for key business functions in the hospital, primary care networks, and health insurance arm to meet the needs of our customers, patients and stakeholders.



All photographs were taken either pre-COVID-19 measures or in adherence to prevailing COVID-19 guidelines and safe distancing measures.

Overall, various avenues and platforms were tapped into to extend outreach to clinical and non-clinical professionals from different medical specialties and functions. To date, the staff strength of RMG is diverse and comprises a mix of reputable local professionals, top international talents, and functional leads in the healthcare industry. They include specialists, physicians, nurses, allied health professionals, and managers from Singapore, Malaysia, Vietnam, Philippines, China, and Europe.



TRAINING, LEARNING AND DEVELOPMENT

The Group strongly believes in the personal development of our staff and are committed to nurturing employees who embody our values and culture. Accordingly, Raffles Healthcare Institute (RHCI), the education arm of RMG, was commissioned in 2013 with the objective of training local and overseas healthcare professionals and operation staff.

We will continue to invest in developing our employees through specific knowledge and skills they need in their jobs. Building a world-class team with high-level capabilities not only helps the business, it also supports us as a choice employer. Employees are also offered various training initiatives such as mandatory core training, department specific functional training, on-the-job training, cross-training in multiple functions, and mentoring.

At RMG, it is vital for employees to keep themselves abreast of the latest technological and industry developments. The Group is constantly creating opportunities for employees to grow through continuous training and professional development. Employees are also given the opportunity to upgrade their skills and qualifications through study sponsorships.

DIGITISING TRAINING OFFERING

To ensure continuity of training services during the pandemic, RHCI leveraged online learning platforms (such as Zoom and Microsoft Teams) to conduct webinars, virtual conferences, and e-workshops for their employees. To supplement online training, the Institute partnered with Singapore Institute of Management and NTUC Learning Hub to offer a buffet of learning resources for employees. With more than 200 online courses packaged as bite size learning modules, employees can select from a wide array of topics in business management and personal development to engage in self-directed learning.

All photographs were taken either pre-COVID-19 measures or in adherence to prevailing COVID-19 guidelines and safe distancing measures.

AMERICAN NURSES CREDENTIALING CENTRE (ANCC) ACCREDITATION

Apart from digital learning, the Nursing Education Department contributed to the accreditation (with distinction) of Raffles Hospital as a provider of Nursing Continuing Professional Development. This accreditation by the American Nurses Credentialing Center (ANCC) is testament to the professionalism of our nurses, who have access to quality nursing education coupled with exposure to international best practices in nursing and clinical care. The ANCC Accreditation has placed Raffles Hospital among a distinguished group of providers that demonstrate quality and excellence in the curriculum design and delivery of Continuing Nursing Education. We are proud to be the first private hospital in Singapore to be conferred with this award. This means that we are fully capable of delivering evidence-based professional education that adheres to global standards.

For more information on ANCC Accreditation Program, please visit:

<https://www.nursingworld.org/organizational-programs/accreditation/find-an-accredited-organization>.



SUPPORTING MOH-LED COVID-19 PROJECTS

To support national efforts in the fight against COVID-19, the Raffles Corporate Wellness Division facilitated train the trainer workshops to grow their pool of infection control trainers to conduct unit specific competency training for frontline staff and corporate clients. Healthcare professionals who were proficient in infection control protocols (e.g. Nasopharyngeal (NP) and Oropharyngeal (OP) swabbing, PPE, Mask Fitting, and the Management of Infectious Diseases) were deployed to support MOH led COVID-19 projects, such as Air Border Screening, and initiatives at Foreign Worker Dormitories, Marina Bay Cruise Centre, Changi Exhibition Centre and Singapore Expo.

Tapping on our Raffles Connect app, we were also one of the Telemedicine (TM) Providers in the Regulatory Sandbox, as appointed by MOH, to provide primary care for simple acute conditions via video consultations to all foreign workers residing in dormitories, Construction Temporary Quarters (CTQs), and any other areas directed by MOH.

Advocating Workplace Safety (403-1, 403-4)

TOTAL WORKPLACE SAFETY & HEALTH (WSH)

Total WSH, is an integrated approach to managing safety, health and employee wellbeing at the workplace. Because safety and health are interrelated, a healthy workforce is a safe and productive workforce.

At RMG, WSH-related training is a regular training where our employees are equipped with knowledge on how they can perform their work safely yet efficiently. One of the training programmes, 5S Housekeeping, which is a common training in most industries, has been customised for our employees to include a component for safety. The programme is renamed as 6S Housekeeping. Apart from imparting knowledge on identifying wastages and redundancies to streamline and improve our processes and systems in a safe manner, the training also promotes stronger employee commitment and ownership. Fatigue Management training was also developed in-house to enable staff to identify signs and symptoms of fatigue and adopt measures that could be taken to alleviate it.

All photographs were taken either pre-COVID-19 measures or in adherence to prevailing COVID-19 guidelines and safe distancing measures.

OCCUPATIONAL HEALTH & SAFETY (403-1, 403-4)

Since 2013, RMG is a certified BizSAFE Level 3 Company awarded by the Workplace Safety and Health (WSH) Council Singapore based on an independent audit by a Ministry of Manpower (MOM) approved WSH Auditor. RMG continues to subscribe to BizSAFE Level 3 requirements and accreditation.

As a commitment towards maintaining a safe and healthy work environment for our employees in compliance with legislative requirements, the Group is committed to:

- Comply with all statutory safety and health requirements, and other existing standards and guidelines.
- Eliminate hazards or adopt reasonably practicable means to reduce the risk of injury to its employees to an acceptable level.
- Seek the involvement of various stakeholders to effectively implement WSH Policy objectives.
- Improve continuously through on-going reviews of WSH mechanisms.
- Provide adequate resources to ensure compliance with WSH Act and its Regulations.
- Prepare its employees and build up organisational resilience to manage and respond to terror threats.

RMG is also represented in the national Workplace Safety & Health Council (Healthcare) that works closely with the MOM and other government agencies, the industry, unions, and professional associations to develop strategies to raise WSH standards in Singapore.

All risk assessment and supporting documents submitted by contractors are pre-evaluated prior by the Safety team, Facilities team and the Infection Control team to ensure all possible Workplace Safety & Health risks associated with construction and renovation projects are adequately addressed. Regular inspections carried out by these teams ensure all areas of non-compliance are rectified immediately to safeguard the well-being of the staff, patients and visitors.

ANNUAL REVIEW OF RISK ASSESSMENTS

The Group adopts Risk Assessment review annually, which is more frequent than the national regulatory requirement of once in three years. This rigorous effort enforces and ensures that our employees take ownership to:

- Assess their respective work processes and activities
- Identify process change, new workplace hazard and / or patient safety concerns
- Revise and update the organisational risk register



The Group has also incorporated SGSecure component into our risk assessment to mitigate potential terror threats, which is in line with the national movement.

All photographs were taken either pre-COVID-19 measures or in adherence to prevailing COVID-19 guidelines and safe distancing measures.

Strengthening the RMG Culture

FAIR EMPLOYMENT PRACTICES

RMG aims to eliminate discrimination on all grounds and promotes equal opportunities, and a fair working environment for all our employees. We adopt a human resources policy that combines a role-based system that grades individual employees based on the extent of their roles, with a performance-based approach to evaluation, and compensation based on the outcomes of their job performance within their respective roles. We respect the right of employees to adhere to normal or agreed working hours in accordance with the Company Policy established in compliance with the laws and regulations.

The Group is committed to ensure that the welfare of workers and labour conditions within its supply chain meets or exceeds recognised standards.

DIVERSITY



At RMG, diversity in our workforce is critical in giving us the added advantage of strength and local knowledge because of the diverse markets and patient-groups that we serve.

The Group supports the Tripartite Guidelines on the re-employment of older employees.

CONDUCTIVE WORKING ENVIRONMENT

The Group works hand in hand with our employees to build a conducive workplace. Employees' inputs are important which is why various feedback channels are provided for them to contribute to the improvement of the workplace. RMG adopts an inclusive culture and open approach so as to keep the team aligned with the Group's actions and directions, in our journey to shape the future of healthcare.

At RMG, employees' views are actively sought after and acted upon, creating an inclusive work environment based on mutual trust and respect. The senior management values employees' feedback and takes the lead in creating an inclusive work culture.

Large-scale meetings such as the Annual Staff Meeting and Annual Management Meeting are held (physically and/or virtually as required in view of COVID-19 and social distancing considerations) to keep employees posted on the Group's results and performance as well as important developments that are in the pipeline. At the same time, these platforms help employees to forge closer working relations and engagement across teams.

Subject to social distancing considerations, quarterly social engagements are funded by RMG to encourage the respective departments to hold social activities for its employees. Professional consultation and referrals under the Employee Assistance Programme (EAP) are also available to help employees gain insights on their emotional wellbeing and seek treatment if necessary.

All photographs were taken either pre-COVID-19 measures or in adherence to prevailing COVID-19 guidelines and safe distancing measures.

EMPLOYEE WELLNESS & BENEFITS (401-2)

RMG aims to provide a work environment that is safe and conducive for every employee. Each year, the company provides free health screening and vaccination for all employees with an option to upgrade to a comprehensive health screening with their flexi-benefits. RMG understands that every employee has different needs, and therefore, offers benefits packages with different options and flexibility to meet the needs of eligible employees and their family members.



Employee benefits include:

- Medical and dental consultation and / or treatment reimbursement
- Hospitalisation benefits
- Comprehensive health screening applicable to employees above 40 years old
- Additional insurance coverage (other than Work Injury Compensation insurance coverage)
- Transport allowance
- Training and development
- Reimbursement for professional fees with professional associations
- Long Service Award

Part-time employees enjoy pro-rated benefits in accordance with their working hours.

PARENTAL LEAVE (401-3)

RMG employees are eligible for parental leave, maternity leave, paternity leave and childcare leave, in line with the Ministry of Social and Family Development’s guidelines.



All photographs were taken either pre-COVID-19 measures or in adherence to prevailing COVID-19 guidelines and safe distancing measures.