



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

Marketplace

Our Approach

Despite the global pandemic outbreak in 2020, the Group continued to grow financially and contributed positively to the economy through creation of rewarding jobs in Singapore and regionally. Through efficient use of resources coupled with strong financial management, we were able to grow responsibly as a company in order to provide our employees, shareholders and partners with positive economic returns.

RMG doctors, dentists and nurses continued to engage in community outreach activities such as conducting basic health screening sessions, giving health education talks and advice on healthy ageing to senior citizens. Participants are encouraged to share their knowledge within their social circles, thereby raising awareness of healthy ageing in the community. Our doctors are also involved in running clinics for foreign workers on a regular basis.

In addition, we invested in strategic corporate social responsibility programmes to contribute to the wellbeing of the Singapore community.

Moving forward, we target to maintain a financially strong and healthy balance sheet and cash flow to create long-term value for our stakeholders.



Our Community (413-1)

RMG is proud to do our part as a responsible corporate citizen, investing time and resources to make a positive impact to the communities that we operate in. Among our employees, we promote and organise corporate volunteerism activities that focus on instilling a culture of giving back. This is in line with our core value of Compassion.

VOLUNTEERISM

Since June 2015, doctors and TCM physicians from RMG have visited the Zion Home for the Aged on a monthly basis to provide medical consultations, acupuncture service and advice for the residents. Residents who require further specialist consultations are referred to Raffles Hospital for X-rays, laboratory tests and medication by specialist doctors at no expense.

IFTAR MEAL DISTRIBUTION

On 24 May 2020, RMG sponsored 370 Iftar meals where our group volunteers joined hands with the Kampong Glam Community Centre and delivered these meals to the Muslim residents staying at Crawford and Kampong Glam.

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METTA SCHOOL – SOCIAL COMPETENCE LEARNING PROGRAMME

Since 2018, the RMG airport staff team has been collaborating with Changi Airport Group (CAG) employee volunteers to run Corporate Social Responsibility (CSR) activities for Metta School. Metta School is a non-profit Social Service Agency that serves students with Mild Intellectual Disability and Autism Spectrum Disorders. As part of Metta School's Social Competence Learning Programme, students from Metta School visit the Raffles Medical clinics at Changi Airport to undergo a learning process of visiting a GP clinic to seek treatment. This CSR activity helps prepare the students for various aspects of independent living, from interacting with doctors and nurses, proper medication usage to handling monetary transaction.

In 2020, in view of the COVID-19 pandemic and the need for social distancing, this CSR activity has been expanded to include tele-medicine. The tele-medicine sessions were useful in helping the students in improving their competence with managing technology and communication skills. The Group's involvement has been mentioned in Metta School's report to the Ministry of Education and National Council of Social Service, and in a Lianhe Zaobao story on such learning sessions for Metta School's students.

COMMUNITY INVESTMENTS

The Asian Medical Foundation was created in 2003 by a group of doctors and nurses in RMG with the aim to serve the medical and healthcare needs of the poor and the under-privileged. Our investments in these strategic corporate social responsibility programmes contributed to the well-being of the Singapore community.

In 2020, we undertook several initiatives to support those who have been severely impacted during this challenging year.

AMF Silver Care Fund — AMF established a \$5 million AMF Silver Care Fund to help needy and vulnerable Singaporean seniors whose lives have been affected by COVID-19. The fund received contributions from 11 prominent Singaporean businessmen. ESM Goh Chok Tong is the Fund's patron. This fund supported the following two projects:



- 1. AMF Elder Vouchers** — AMF distributed \$100 grocery vouchers to 30,000 needy and vulnerable elderly. AMF worked with the Agency for Integrated Care to identify these group of seniors who have little to no family support and living in one or two-room Housing Development Board flats. For two months, grassroots leaders and volunteers from the People's Association actively engaged them through house visits, informing them to collect these vouchers at any of the 63 Sheng Siong supermarket outlets island wide.
- 2. AMF Elder Health** — AMF sponsored SingHealth's telehealth pilot project to provide accessible, safe and better care for seniors staying in the east of Singapore, during the COVID-19 outbreak. Seniors with chronic medical conditions and require post-discharge care were trained to use digital platforms to manage their health conditions, such as monitoring their blood pressure, using devices and video consultations.

Helping families living in rental flats — AMF also donated \$105,000 worth of Sheng Siong Supermarket vouchers to help families under the care of Beyond Social Services (BeyondSS), over a period of three months. We managed to help 350 families living in rental flats across 14 clusters, who were financially impacted by the COVID-19 pandemic.

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Zion Home for the Aged — AMF's adopted charity since 2015, Zion Home is a sheltered home for aged females. The Foundation provides medical consultations, acupuncture services, and other activities to care for residents' overall well-being.



OUTREACH

RMG doctors and nurses regularly engage in community outreach activities such as conducting basic health screening sessions, giving health education talks and advice on healthy ageing to senior citizens and distributing masks at community centres in various parts of Singapore. Participants who attend the talks are encouraged to share their knowledge among their social circles, thereby raising the awareness of healthy ageing in the community. Some of our doctors are also involved in running clinics for foreign workers on a regular basis. In addition, RMG supports the early detection of top cancers in Singapore through various initiatives. These include issuing free fecal occult blood test (FOBT) kits and discounted mammogram screening packages.

Enhanced Screen for Life (SFL)

RMG supports SFL, the national screening programme by the Health Promotion Board that offers Singaporeans and Permanent Residents health screening recommendations and the necessary follow-up based on age and gender. From September 2017, Pioneer Generation cardholders, CHAS cardholders, and all other eligible Singaporeans can access subsidised Chronic Disease blood test, Colorectal Cancer test and Cervical Cancer test with one post-screening consultation at a subsidised fee at Raffles Medical's CHAS clinics.

Primary Care Network (PCN)

Raffles Medical has been officially awarded under MOH PCN Scheme for five years. MOH will provide funding of operational and administrative support to Raffles Medical General Practitioners for managing patients with chronic disease conditions. Raffles Medical's PCN has nurse counsellors, care coordinators, and chronic disease registries to help manage patients with more complex chronic conditions and care needs. New services offered are Diabetes Foot Screening, Diabetes Retinal Photography and Nurse Counselling.

Health Supplements

RMG provides complimentary supplements to members of the community through various events such as health talks and charity events. This effort helps to raise awareness on the importance of health and wellness, and provides an avenue for those in need of such support to receive the needed help.

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BURSARIES, SCHOLARSHIPS AND SPONSORSHIPS

Scholarship and Sponsorship

Since 2012, the Group has granted a total of 43 scholarships and six sponsorships to help students who may need an extra boost in reaching their life's goals. In 2020, under the Raffles Medical Group Sponsorship Scheme, we supported 11 employees to study a variety of courses including Nursing, Occupational Therapy, Physiotherapy and Business Administration at the National University of Singapore and Singapore Institute of Technology.

Bursary Award

Introduced in 2011, the RMG Bursary provides financial assistance to our employees for their children's education, giving them a head start in their life and career. In 2020, RMG disbursed 17 bursary awards to our employees' children in support of their education needs.

Clinical Training and Internships

RMG trains physicians, nurses, allied health and healthcare managers in collaboration with local medical schools, polytechnics and vocational institutions to provide clinical training for undergraduates and postgraduates. These include clinical attachment and supervision for residents enrolled under the NUHS Family Medicine Residency Programme, as well as Family Medicine training postings for medical students from the National University of Singapore's Yong Loo Lin School of Medicine and Duke-NUS Graduate Medical School, and the Nanyang Technological University's Lee Kong Chian School of Medicine.

In addition, we partner Nanyang Polytechnic, Ngee Ann Polytechnic, Singapore Polytechnic, Temasek Polytechnic, Republic Polytechnic, Singapore Institute of Technology and Institute of Technical Education to offer clinical placements in diverse areas including nursing, radiography, pharmacy, laboratory and physiotherapy. A total of 35 A-Level students from various Junior Colleges participated in our Frontline Service Experience Programme. As a private healthcare institution, we add value to the educational experience of each student or trainee by providing not only clinical experience, but also exposure to private sector standards of service excellence and business management.

PRECAUTIONARY PRINCIPLE OR APPROACH (102-11)

The Group does not explicitly refer to the precautionary approach or principle in its risk management framework. We seek to contribute to society through responsible profit generation, which ties in with our core values.

MEMBERSHIP OF ASSOCIATIONS (102-13)

The following is a non-exclusive and non-exhaustive list of associations of which we are members:

Japan

- All Japan Hospital Association
- Japan Medical Association
- Japanese Society of Travel and Health
- National Federation of Health Insurance Societies
- Osaka Medical Practitioner's Association

People's Republic of China

- Alpha Omega Alpha Honor Medical Society (Elected)
- American Chamber of Commerce (AmCham) (China (Beijing) / (Dalian) / (Nanjing))
- American Federation of Medical Research
- American Society of Nephrology
- American Society of Pediatric Nephrology

- People's Republic of China (cont'd)
- Canadian Association of Pediatric Nephrologist
- Canadian Chamber of Commerce (East)
- Canadian Pediatric Society
- European Chamber (Nanjing)
- French Accueil (Shanghai)
- German Chamber of Commerce (China North)
- International Society of Hemodialysis
- International Society of Peritoneal Dialysis
- Japanese Association (Tianjin)
- Japanese Chamber (Beijing)
- Japanese Club (Beijing)
- Nanjing International Club (Nanjing)
- National Kidney Foundation
- Sacramento Pediatric Society
- SingCham (Beijing)
- Society of Pediatric Research (Elected)

Singapore

- Allied Health Professions Council
- Duke-NUS Medical School
- General Insurance Association of Singapore
- Lee Kong Chian School of Medicine (NTU)
- Life Insurance Association Singapore (LIA Singapore)
- Institute of Singapore Chartered Accountants (ISCA)
- Management Development Institute of Singapore (MDIS)
- National Healthcare Group Board
- Singapore Business Federation (SBF)
- Singapore Dental Council (SDC)
- Singapore Institute of Management (SIM)
- Singapore Medical Association (SMA)
- Singapore Medical Council (SMC)
- Singapore National Employers Federation (SNEF)
- Singapore Nursing Association (SNA)
- Singapore Nursing Board (Insurance / overseas)
- Traditional Chinese Medicine Practitioner's Board (TCMPB)
- Workplace Safety and Health Council (Healthcare)
- Yong Loo Lin School of Medicine (NUS)

Vietnam

- Japanese Business Association of Hanoi (JBAV)
- Japanese Business Association of Ho Chi Minh City (JBAH)

Our Suppliers & Contractors

Our business thrives because of strong, ethical and mutually beneficial relationships we maintain with our suppliers and contractors.

Our support for local-based businesses have contributed to the national economic development. We advocate ethical business practices through establishing policies and practices that ensure a fair selection and procurement process. We maintain good relationships with our vendors through ongoing engagement during meetings and tender interviews, to ensure continuity of services and to keep them abreast of our latest developments.

Local vendors have always been our preferred option in procuring products and services. They are preferred due to proximity, shorter turnaround time, and delivering reliable products and services. Our business activities with them had supported indirect job creations and sustained local businesses.

SUPPLY CHAIN (102-9, 102-10)

We are committed to ensuring that the welfare of workers and labour conditions within our supply chain meet or exceed recognised standards. There are no significant changes to our organisation and supply chain.

ETHICS AND ETHICAL TRADING (102-17)

We are committed to managing our vendors ethically and effectively to ensure safe and sustainable practices, which create value for all our stakeholders. At RMG, we ensure that our employees uphold professional standards, workplace standards and behaviours that are consistent with the Group's policy and practices. We are committed to working against corruption in all its forms, including extortion and bribery.

All new hires at RMG are required to attend the RMG Onboarding Programme and Creating Service Delight within the first three months of employment. Employees are briefed on values, principles, ethics, standards and norms of behaviour.

PROCUREMENT PRACTICES (414-1)

We work with suppliers, sub-contractors and other service providers to adopt responsible business policies and practices for mutual benefit, while not compromising the Group's policies and guidelines. At RMG, we have a centralised procurement team handling purchases of our network of clinics located island wide. This has enabled us to achieve economies of scale and operational efficiencies. These efficiency gains are passed on to our patients and customers in the form of more affordable healthcare products and services.

We collaborate with suppliers and contractors to achieve our policy aspirations in the delivery of products and services. We encourage vendors to adopt responsible business ethics and practices for mutual benefits. We are also committed to ensuring that the welfare of workers and labour conditions within our supply chain meet or exceed recognised standards. For material projects, tenders are called and evaluated by the Tender Evaluation Committee to ensure fair competition.

JOB CREATION

RMG generates employment, partnerships, and contracts for local small-medium enterprises and tax revenues for governments. This in turn contributes to the development of the economy where we operate.

Corporate Governance

CUSTOMER PRIVACY (418-1)

Patient confidentiality is an important aspect of healthcare and we strive to protect and maintain confidentiality for our patients. We have clear policies pertaining to the Personal Data Protection Act (PDPA) drawn up since 2014. We obtain patient consent for collection and use, and disclosure and processing of personal data for exclusive healthcare related use. We work closely with third parties who support the healthcare delivery (including insurance companies and other healthcare companies) to ensure compliance with the RMG personal data protection policy. Patients can at any point in time choose to unsubscribe or opt out from SMS reminders. Staff are guided to call patients only for matters related to direct patient care. The Group's privacy statements can be found on the corporate website (www.rafflesmedicalgroup.com).

In line with the PDPA, RMG has appointed Data Protection Officers to ensure that adequate action is taken to protect customers' personal data. Policies are in place to address data protection issues.

As a Group, we received zero substantiated complaints in the year. No complaints were raised to regulatory bodies. No incident of leak, theft or loss of customer data has been identified in the year.

The Information Technology department and the Medical Records Office manage secure databases to safeguard personal data and patient records. We adhere to security best practices in the Healthcare and Financial Services industries. The Group has been audited against the Monetary Authority of Singapore Technology Risk Management Framework. We engage Managed Security Services Providers to counsel the Group accordingly. Employees undergo orientation and e-training and are regularly updated on the latest cybersecurity threats and best practices.

In order to protect the data of our patients or corporate clients, we have various security technologies in place such as Web Application Firewalls (to detect DDOS, web application cyber-attacks), Next Generation Firewall (to prevent unauthorised intrusions), Advanced End Point Prevention (to prevent zero day exploits) and Security Monitoring by a Managed Security Provider. This is in addition to the alignment of industry security best practices with our people (through security awareness programmes) and processes.

COMPLIANCE (419-1)

The Group is committed to comply with all the relevant statutory and regulatory requirements. Management submits periodic reports and updates on such compliance to the Ministry of Manpower as well as other relevant government agencies and regulatory bodies.

Policies and processes have been set in place for compliance and adherence to national standards and regulations including those of licensing, infection control, workplace safety and other statutory requirements. We are committed to exercise the utmost vigilance wherever our products and services are involved, whether or not they are distributed by one of our distribution channels or externally. This vigilance extends to third party products and services where, for example, the Company is acting as the distributor.

All Raffles Health Insurance staff complete an e-learning programme from an accredited Institute of Banking and Finance training provider. The training modules include:

1. Ensuring Good Customer Outcomes
2. Anti-Money Laundering and Counter-Terrorist Financing
3. Business Continuity Management
4. Compliance Induction
5. Insurance Fraud
6. Sanctions
7. Operational Risk Management Essentials
8. Preventing Financial Crime
9. Conduct Risk in Insurance: Conflicts of Interest

SOCIOECONOMIC COMPLIANCE (419-1)

RMG is a responsible and leading provider of integrated healthcare services. We are committed to working closely with government agencies and regulators to comply with the statutory and regulatory requirements in the regions that we operate in.

The management is committed to make regular periodic reports and updates to the MOH and MOM in Singapore as well as other relevant government agencies and regulatory bodies in the regions that we operate in.

Policies and processes have been set in place for compliance and adherence to national standards and regulations including those for licensing, infection control, workplace safety and other statutory requirements.

The Group has not identified any significant non-compliance with national standards and regulations.

ANTI-CORRUPTION (205-1, 205-2)

We recognise the need to manage our exposure to corruption risk through good corporate governance, business ethics and strong internal controls in our business processes.

We conduct an annual enterprise risk assessment applicable to all business units in the group. The assessment allows us to identify and mitigate areas of high risk, including corruption. All identified business risks including residual risks, are reported to the Audit & Risk Committee and subsequently to the Board of Directors.

Staff undergo e-learning on anti-corruption and anti-bribery standard operating procedures training during the year. The various whistleblowing channels are also highlighted during the training.

We provide guidelines on suitable staff responses to gifts from customers or business associates. These guidelines serve to protect and uphold the reputation, professionalism and integrity of RMG and its staff. This is to avoid any corporate obligation to customers or business associates resulting from gifts or favours received.

All members of senior management, physicians as well as staff who are involved in procurement make annual declarations of any conflict of interest. For risk management purposes, certain group of staff except physicians and nurses are required to take block leave break of at least five consecutive working days at least once a year. The block leave should be scheduled at the beginning of the year.

We conduct annual vendor evaluation to ensure that contractors and suppliers comply with certain performance standards as required by the Group.

WHISTLEBLOWING

We have a whistleblowing policy and procedures that enable staff and other persons to raise in confidence, whether anonymously or otherwise, concerns on possible improprieties relating to any wrongdoing or malpractice within the Group, without fear of reprisal in any form.

Under these procedures, all reports will be attended to, investigated and treated in confidence. To facilitate and encourage reporting, the whistleblowing policy together with the dedicated whistleblowing communication channels such as RMG's email and postal address are available on the Group's intranet. They are easily accessible by all staff. Necessary safeguards are also taken to protect whistleblowers.

Direct email channels to the Audit & Risk Committee or the Executive Chairman, Deputy Managing Directors and General Managers are also available for reports involving any director or senior management.

NOTE: Disclosures marked in green are core to report, and 'AR' refers to the RMG Annual Report 2020.

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