

## PRIORITISING IDENTIFIED ASPECTS (102-29)

<b>Significance to Company</b>	<b>HIGH</b>	Occupational Health & Safety	<ul style="list-style-type: none"> <li>• Employees</li> <li>• Access to Healthcare</li> </ul>	<ul style="list-style-type: none"> <li>• Regulatory Compliance</li> <li>• Patient Safety</li> </ul>
	<b>MEDIUM</b>	Energy, Water	<ul style="list-style-type: none"> <li>• Procurement Practices</li> <li>• Risk Management</li> <li>• Training &amp; Education</li> </ul>	<ul style="list-style-type: none"> <li>• Economic Performance</li> <li>• Customer Experience</li> <li>• Data Protection</li> <li>• Digital Transformation</li> </ul>
	<b>LOW</b>	Effluent & Waste Local Supplies	<ul style="list-style-type: none"> <li>• Community</li> <li>• Patient Education</li> </ul>	-
	<b>LOW</b>		<b>MEDIUM</b>	<b>HIGH</b>
			<b>Importance to Stakeholders</b>	



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

## RAFFLES VALUE CREATION SCORECARD (103-3, 201-1, 204-1, 301-1, 301-2, 302-1, 401-1, 403-2, 403-3, 404-1, 404-3)

Value creation is the primary goal of any business. Guided by our desire to create value for our stakeholders, we are driven to make better investment decisions that will enhance our long-term competitiveness and growth.

Strategic Area	FY 2020	FY 2019	FY2018	FY2017
<b>CUSTOMERS</b>				
<b>Customer Satisfaction Index</b>				
Raffles Hospital (Results from Customer Satisfaction Index of Singapore)	84**	75.5	75.1	74.6
Raffles Medical Clinics (%)	73	70	80	89
<b>Patient Safety</b>				
Central Line-associated Blood Stream Infection Rate (zero per 1,000 patient days)	0	0	0	0
Ventilator Associated Pneumonia Rate (zero per 1,000 patient days)	0	0	0	0
Catheter Associated Urinary Tract Infection Rate (zero per 1,000 patient days)	0	0	0	0
Unscheduled Readmission Within 30 Days Rate	1.2	1.4	1.2	1.1
<b>ENVIRONMENT</b>				
Paper Consumption (ton)	47	50	41^	39^
Water Consumption Index (m3 / GFA)	1.18	1.38	1.89	2.11
Electricity Consumption Index (kWh / GFA)	186	175	233	358
General Waste (non-hazardous) Consumption Index (ton / GFA)	0.009	0.013	0.018	0.023
Biohazard Waste Index (bins / GFA)	0.098^^	0.056	0.095	0.118
Paper Recycled (ton)	78^^	42	26	17
<b>EMPLOYEES</b>				
Permanent Employees	2,766	2,631	2,538	2,403
Average Training Hours Per Employee	6.5	16	27	24
Training Expenditure Per Employee (\$)	21.50*	238	382	526
Course Evaluation (%)	96	96	95	95
Staff Turnover Rate (%)	22	28	30	20
Staff Performance Review Rate (%)	100	100	100	100
Hand Hygiene Compliance (%)	94	92	91	87
Workplace Injury Rate	16	19.5	12.5	12.5

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Strategic Area	FY 2020	FY 2019	FY2018	FY2017
<b>MARKETPLACE</b>				
Revenue (S\$'000)	568,203	522,038	489,135	477,583
EBITDA (S\$'000)	123,937	105,428	102,508	95,078
Operating Profit (S\$'000)	88,442	76,168	84,235	80,086
Profit After Tax (S\$'000)	64,670	60,522	70,803	68,661
Operating Costs (including staff costs) (S\$'000)	511,346	448,956	410,036	401,330
Staff Costs (S\$'000)	291,698	266,883	246,182	247,600
Dividends Paid (including scrip dividends) (S\$'000)	46,607	45,697	44,926	39,847
Dividend Payout Ratio (%)	71	76	63	56
Local-based suppliers (%)	99	99	99	99 <sup>^</sup>
% of Actual Dollars Spent on Local-based Suppliers	98	99	99	99 <sup>^</sup>
Employee Volunteerism (number of hours)	36 <sup>+</sup>	214	162.5	94
Employee Volunteerism (number)	15 <sup>+</sup>	107	48	47
Community Investment and Donations to Charities (S\$)	3,200	17,324	638,600	410,400
Community Training Places	1,531	1,786	2,771	2,519
Internships and Clinical Attachments	383	528	483	352
Health Talks	10	63	28	25

<sup>^</sup> Figures are based on consumption in Singapore only.

<sup>^^</sup> Note that FY2020 values are higher in these categories due to COVID-19 related Personal Protective Equipment (PPE) expenditure.

\* Decrease is due to a greater emphasis on online learning.

+ Volunteerism was limited by the COVID-19 situation in 2020.

\*\*Based on internal Customer Satisfaction Index score. The Customer Satisfaction Index of Singapore (CSISG) for the healthcare sector has ceased in 2020.