

# ***Raffles*****MedicalGroup**

## Sustainability Report 2021





## Sustainability Report for Raffles Medical Group (102-1)

### BOARD STATEMENT

The Board of Raffles Medical Group (also referred to as RMG or the Group) affirms that it provides strategic direction to the Group and specifically considers sustainability issues as part of the development of its overall strategy.

The Board also acknowledges its responsibility for the Group's sustainability reporting and believes the following report provides a reasonable and transparent presentation of the Group's strategy as well as its Environmental, Social and Governance (ESG) performance.

### ABOUT THIS REPORT (102-46, 102-48, 102-49, 102-50, 102-51, 102-52, 102-53, 102-54)

This Sustainability Report (Report) supplements our last sustainability report published on SGXNet in May 2021 and highlights the developments and progress of our sustainability journey in the year 2021. The Report references the Global Reporting Initiative (GRI): Core option issued by the Global Sustainability Standards Board and is guided by the SGX-ST Sustainability Reporting Guide (Practice Note 7.6). In preparing the Report, we continue to focus on communicating value creation through our ESG strategies.

The Report covers the ESG performance of all the business divisions and subsidiaries within RMG over the reporting period. Information is extracted from primary internal records to ensure accuracy and is presented using internationally accepted measurement units. This report does not include any restatement of previously published data nor significant changes from previous reporting periods in the list of material topics and topic boundaries.

In the coming years, we will progressively adopt the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) on climate-related financial information where appropriate for the Group's disclosures.

This report is available for download at [www.rafflesmedicalgroup.com](http://www.rafflesmedicalgroup.com). To conserve paper, we do not offer a print version. We welcome feedback on this report. Please send your comments to [enquiries@rafflesmedical.com](mailto:enquiries@rafflesmedical.com).





## **ABOUT RAFFLES MEDICAL GROUP (102-1, 102-2, 102-5, 102-7)**

Founded in 1976, Raffles Medical Group is one of the leading integrated private healthcare providers in the region, providing a continuum of services from primary and tertiary care to health insurance for people across Asia. A proudly Singaporean brand, RMG is listed on the mainboard of the Singapore stock exchange (SGX: BSL) and operates in 14 cities in five countries in Asia. This network includes four hospitals and more than 100 multi-disciplinary clinics, offering services such as health screening, specialist care, diagnostic radiology, dental and traditional Chinese medicine. Together with over 2,700 employees, RMG brings more than 45 years of trusted healthcare expertise and care to over 2 million patients across our network as their trusted partner for health.

### **RAFFLES MEDICAL**

Raffles Medical is the primary care network of Raffles Medical Group, providing family medicine, health screening and dental services. In Singapore, Raffles Medical represents one of the largest networks of primary care clinics, serving over 7,000 corporate clients and supporting the healthcare needs of businesses and employees. Through Raffles Medical International, the Raffles brand of quality and affordable care is available to patients in China, Japan, Vietnam and Cambodia. Raffles Medical also has clinics offering Japanese services in Singapore, Japan, China and Vietnam, serving its Japanese patients with family medicine and dental services.

### **RAFFLES HOSPITAL**

Raffles Hospital Singapore is the flagship private tertiary hospital of the Group in Singapore. The growing network of hospitals in Singapore and China includes Raffles Hospital Chongqing, Raffles Hospital Shanghai as well as Raffles Hospital Beijing. Raffles Hospital Singapore offers a comprehensive range of medical and dental specialties as well as diagnostic services. Raffles Hospital is the only private tertiary hospital in Singapore to be recognised by the Ministry of Health as Trauma Centre and is authorised to accept emergency cases from public ambulances under the Emergency Care Collaboration Scheme. Raffles Hospital Singapore also operates more than 25 specialist centres and specialist satellite clinics, covering more than 30 disciplines. Subscribing to the group practice model of healthcare, close to 1,500 physicians, nurses and allied healthcare professionals bring the Raffles brand of quality, peer-reviewed healthcare to patients in the region.

### **ABOUT RAFFLES CHINA HEALTHCARE**

Raffles China Healthcare is the operating division of the Raffles Medical Group in China. It provides patients with a suite of healthcare services from primary care to tertiary care through its network of clinics and hospitals in several cities in China, bringing the Raffles brand of quality, peer-reviewed healthcare to more patients.

### **RAFFLES HEALTH INSURANCE**

Raffles Health Insurance (also referred to as RHI) is the health insurance division of Raffles Medical Group, providing healthcare insurance to corporates and individuals in Singapore. Backed by the expertise of a trusted medical group with over 45 years of experience, Raffles Health Insurance seeks to provide healthcare financing solutions that cater for the needs of all its policy owners and members. Incorporated in 2004, and having commenced operations in 2005, Raffles Health Insurance is a wholly-owned subsidiary of Raffles Medical Group and is the seventh insurer appointed by the Ministry of Health as an Integrated Shield Plan provider in Singapore. Raffles Health Insurance, through its partnership with Bupa Global, also offers a wide range of international private health plans, which are co-insured by RHI and Bupa, to cater to the needs of individuals and corporate clients of the international business community in Singapore.

*For more information, please visit [rafflesmedicalgroup.com](https://rafflesmedicalgroup.com).*



## OUR VISION:

Your Trusted Partner for Health

## OUR CORE VALUES (102-16):

- **Compassion** – We put you and your well-being at the centre of all that we do. Treating all with respect, compassion and dignity.
- **Commitment** – We uphold your trust by maintaining the highest professional integrity and standards.
- **Excellence** – We will continually seek advancement and innovation to achieve better healthcare.
- **Team-Based Care** – We dedicate and combine our skills, knowledge and experience for your benefit.
- **Value** – We seek always to create and deliver value for you.

## AT A GLANCE (102-7, 102-8)



More than  
**2,700** Employees and  
more than 4,500 flexible  
employees



Over **1,000** Nurses  
and Allied Healthcare  
Professionals



Close to **430**  
Multi-specialty  
Physicians



More than **100**  
Multi-disciplinary Clinics



**14 Cities** in  
5 Countries



Approximately  
**2,200,000** Patients  
and Growing



**7,000** Corporate Clients  
and Counting



Over **30** Disciplines



## LOCATION AND MARKETS (102-3, 102-4, 102-6, 102-7)

- Headquarters: Singapore
- Medical Facilities
  - Singapore
  - China: Beijing, Chongqing, Dalian, Nanjing, Shanghai, Shenzhen, Tianjin, Hong Kong SAR
  - Japan: Osaka
  - Vietnam: Hanoi, Ho Chi Minh City, Vung Tau
  - Cambodia: Phnom Penh
- Representative & Liaison Offices
  - Bangladesh: Dhaka, Chittagong
  - Indonesia: Jakarta, Bali, Bandung, Semarang, Solo, Surabaya
  - Vietnam: Hanoi, Ho Chi Minh City





### **STATEMENT FROM EXECUTIVE CHAIRMAN (102-14)**

A sustainable business is one that constantly creates value for all its stakeholders. As we continue to grow, Raffles Medical Group remains committed to provide quality healthcare services to our patients and corporate clients, serve the community, support our people and protect the environment.

In 2021, we continued to take steps forward in our sustainability journey, strengthening ongoing programmes while implementing new initiatives. In previous reports, we shared that our sustainability efforts are built around four strategic pillars – Customers, Employees, Environment, and Marketplace. This report shares key activities and progress in each of these areas.



## **TAKING CARE OF OUR PATIENTS**

Despite the additional responsibilities brought on by the pandemic, care for our patients was never compromised.

We believe that our patient-centric, group practice model enables the best outcome possible. Our stringent quality framework not only ensures patient safety, but also aims to constantly improve on patient care and services. Raffles Hospital monitors patient safety indicators very closely and measures our clinical performance according to the relevant healthcare authorities' licensing and accreditation standards. Only qualified doctors with recognised accreditation (e.g. by the Singapore Medical Council in Singapore or the National Health Commission of China) are allowed to practise within our hospitals and clinics. We exercise continued diligence in maintaining systems and controls, and have established a Medical Board which oversees, among other things, the training and professional conduct of doctors who practise within the Group. The Medical Board ensures that only doctors committed to and aligned with our core values are invited to practise with the Group.

We also emphasise service excellence, and have in place various training, tools and handbooks to equip our people to do their best. These are constantly reviewed and updated. At the same time, customer feedback is regularly collected, with our Customer Satisfaction Index consistently exceeding benchmarks.

## **SAVING THE ENVIRONMENT**

The Group continues to improve on energy and water management and has successfully met our targets to reduce energy consumption by 10% and water consumption by 5%.

A new food waste digester has been installed in Raffles Hospital Singapore to reduce food waste disposal and we plan to extend this initiative to our Raffles Holland V mall.

Recycling efforts have also been stepped up and more collection points have been installed. Employees have responded positively to the programme.

## **SUPPORTING OUR PEOPLE**

In our 2021 Annual Report, I wrote that we would not have achieved our results without the full commitment of our people. I would like to reiterate my appreciation to the Raffles team for their hard work and sacrifices in the last two years.

On our part, we strive to provide them a safe working environment, skills training and career pathways.

Besides conducting workshops and seminars for our people, we partnered Singapore Institute of Management and NTUC Learning Hub to offer more e-learning resources for our employees. For some of our employees seeking higher education, we sponsored their studies, including one Executive MBA course.

While physical get-togethers were scaled down due to COVID-19, employees were kept informed and engaged through regular emails, intranet posts and the Annual Staff Meeting. As we enter into an endemic stage, we look forward to reinstating more physical staff events in the coming year.

## **COMMITTED TO THE JOURNEY**

Raffles Medical Group will continue to take a holistic view of our sustainability and make improvements in our four strategic areas. We are confident this will allow us to continue delivering value to all our stakeholders, and build a sustainable business to benefit all.





## **SUSTAINABILITY ORGANISATIONAL STRUCTURE (102-18, 102-19, 102-20, 102-32, 102-33, 102-34)**

The Board has assigned the responsibility for monitoring and overseeing the Group's sustainability efforts to the Sustainability Committee (the Committee).

The Committee comprises senior executives from key functions of the business. It oversees the development and implementation of our organisation-wide sustainability strategy and provides the direction for reporting. Its responsibilities include reviewing, assessing and determining the sustainability context, material topics, scope, boundary, and prioritisation of issues to be included in the report. It considers feedback from both internal and external stakeholders to determine the material issues in the report. The Committee is supported by a cross-functional team that gathers and verifies the data.



## STAKEHOLDER ENGAGEMENT (102-21, 102-40, 102-42, 102-43)

Our key stakeholders comprise our patients/customers, corporate clients, employees, shareholders, suppliers and contractors, government and regulators, voluntary welfare organisations (VWOs), media, and the local communities.

The Group engages the relevant stakeholders as follows:



### CORPORATE CLIENTS, CUSTOMERS

We engage our corporate clients and customers through a variety of platforms and touchpoints which include:

- Regular health advisory content from Raffles experts
- Monthly health e-newsletters on health trends and tips
- Regular client meetings for HR leaders and senior management
- Client hospitality and networking events, where permitted
- Scheduled meetings on data analytics
- Health talks and webinars
- Customised corporate events on employee wellness
- Raffles Connect mobile application with various features on health news, alerts and advisories
- Regular feedback through surveys



### EMPLOYEES

Our employees are kept engaged and updated through various platforms, which include:

- Monthly e-newsletters to overseas and local markets with the latest highlights and news of the month
- Intranet which provides a platform for staff to be updated with company guidelines, news and key HR information
- Internal events such as Nurses Day, annual staff meeting, physician summits, annual management meetings, New Year gathering and department quarterly social outings, where permitted
- E-newsletters, emails, one-to-one performance appraisals (mid-year and year-end), staff meetings and conferences
- Raffles Recreation Club (REC Club) monthly e-newsletters that highlight staff perks and benefits through our partner network
- REC Club activities that include subsidised sports, healthy lifestyle initiatives, family-oriented art and cultural internal events
- RHCI offered more than 75 courses in General Management, Life Support and Nursing Education to all employees (frontline and ancillary, supervisors, managers and senior leaders)





#### **GOVERNMENT & REGULATORS**

Periodic reports of various performance and clinical indicators, quarterly and half yearly updates with the ministries and/or regulatory bodies.



#### **SUPPLIERS & CONTRACTORS**

Tenders, request for quotations and request for proposals, tender interviews, site visits, regular meetings, and email correspondences.



#### **SHAREHOLDERS**

Annual General Meeting, half-yearly briefing sessions, conferences, small group and in-house meetings, emails and phone calls, corporate website with a dedicated investor relations section and SGX updates.



#### **MEDIA**

Face-to-face meetings, emails, phone calls, media replies, media releases, media briefings and media events.



#### **LOCAL COMMUNITIES**

Corporate website, social media, webinars, seminars, partnership activities, and Raffles Connect.



#### **VOLUNTARY WELFARE ORGANISATIONS**

Regular discussions with VWOs including the Asian Medical Foundation (AMF) to identify support needs, regular engagement with VWOs through employee volunteer initiatives.



## PILLARS OF SUSTAINABILITY (102-29, 103-1, 103-2, 103-3)

We believe that continued value creation is essential for sustainable growth. The Group is committed to adopting environmentally, economically and socially sustainable practices to continue delivering value to our stakeholders.



## PRIORITISING IDENTIFIED ASPECTS (102-29)

|                            |               |                                    |  |  |
|----------------------------|---------------|------------------------------------|--|--|
| Significance to Company    | <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<br>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>  |
| Importance to Stakeholders |               |                                    |  |  |



## KEY SUSTAINABILITY TOPICS

(102-12, 102-15, 102-29, 102-31, 102-34, 102-44, 102-46, 102-47)

|           | Strategic Area                           | Value Created  | Challenges  | Key Indicators  | Targets  |
|-----------|--|--|---|---|--|
| Customers | Access to Healthcare                     | <ul style="list-style-type: none"> <li>• Comprehensive medical services</li> <li>• Team-based care with integrated records</li> <li>• Clinical governance Peer reviews</li> <li>• Quality assurance &amp; audits</li> <li>• Location of services within reach</li> <li>• Primary care services</li> <li>• Satellite hubs with specialist services</li> <li>• Tertiary care facilities</li> </ul> | Competition for manpower / talents  | Access points for patient care  | Number of access points to patient care        |
|           | Patient Safety and Education             | <ul style="list-style-type: none"> <li>• Quality healthcare</li> <li>• Patient health advisories</li> <li>• Access to healthcare information, services and goods</li> </ul>  | <ul style="list-style-type: none"> <li>• Patient education</li> <li>• Outreach to patients</li> </ul> | Digital engagement  | Digital outreach census                        |
|           | Data Protection                          | <ul style="list-style-type: none"> <li>• Compliance with regulatory requirements and mitigation of risk</li> <li>• Safekeeping of patient, corporate and strategic data</li> </ul>   | Patient understanding and consent   | Compliance with relevant personal data protection legislations                                  | 100% compliance rate                           |
|           | Customer Experience                      | Customer satisfaction  | Patient expectations  | Annual Customer Satisfaction Index  | Annual improvement                             |
| Employees | Employee Safety and Security             | Ensure the safety and security of employees  | Workplace safety advocacy   | Workplace Safety and Health (WSH) audit   | Successful completion of WSH audit             |
|           | Employee Health and Wellness             | Improved physical and mental well-being of our employees   | Programme advocacy  | Availability of physical and wellness programmes  | Increased percentage of employee participation |
|           | Employee Retention                       | Improved retention rates   | Competition for talents   | Retention rate  | Improvement of retention rate                  |
|           | Employee Volunteerism                    | <ul style="list-style-type: none"> <li>• A socially responsible workforce</li> <li>• Strong community spirit</li> </ul>  | Meeting employee expectations on the choice of programme  | Volunteerism hours  | Improvement of volunteerism hours              |
|           | Employee Training and Talent Development | Broaden skillsets for employees to add value in service to customers, and assume roles and responsibilities  | Conducting face-to-face training in view of pandemic  | <ul style="list-style-type: none"> <li>• Training hours</li> <li>• Course evaluation</li> </ul> | Positive course evaluation ratings             |



|             | Strategic Area                        | Value Created   | Challenges   | Key Indicators  | Targets  |
|-------------|---------------------------------------|---|--|---|--|
| Environment | Energy                                | Reduced energy consumption  | Creating employee awareness  | Green mark building audit and compliance by 10% in tandem with GFA in the next 3 years  | To reduce the electricity consumption index by 10% in tandem with GFA in the next 3 years  |
|             | Waste                                 | <ul style="list-style-type: none"> <li>Reduced disposal cost</li> <li>Reduced pollution to the environment</li> </ul>   | Creating employee awareness  | Increase recycling  | <ul style="list-style-type: none"> <li>To reduce the waste index by 5% in tandem with GFA in the next 3 years.</li> <li>To increase our recycling capacity to include plastic, metal and food waste</li> </ul> |
|             | Water Controls                        | Water conservation  | Creating employee and patient awareness  | Water consumption   | To reduce the water consumption index by 10% in tandem with GFA in the next 3 years  |
| Marketplace | Fair Market Practices                 | Transparent pricing schedules   | Competition  | MOH pricing guidelines  | Compliance with MOH guidelines   |
|             | Procurement Practices                 | Contribute to economy and business growth   | Rising operating cost  | Tender evaluation criteria  | Compliance with tender and procurement practices   |
|             | Risk Management and Internal Controls | <ul style="list-style-type: none"> <li>Ensure adequate and effective risk management that is aligned with the Group's business objectives</li> <li>Mitigate business risks</li> </ul> | Keeping updated with the latest emerging threat and risk   | <ul style="list-style-type: none"> <li>Code of conduct and business ethics</li> <li>Incident reporting mechanism</li> <li>Enterprise Risk Management (ERM)</li> </ul> | Annual risk assessment conducted Group-wide  |
|             | Community Development                 | Stronger public branding  | Programme selection  | Health campaigns  | Completion of health awareness campaigns   |
|             | Digital Transformation                | Reach out and engage clients and patients   | <ul style="list-style-type: none"> <li>Rapid technology changes</li> <li>Competition in the open market</li> </ul> | Digital engagement  | Digital outreach census  |



## 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  | FY2021          | FY 2020            | FY 2019           |
|---|-----------------|--------------------|-------------------|
| <b>CUSTOMERS</b>  |                 |                    |                   |
| <b>Customer Satisfaction Index</b>  |                 |                    |                   |
| Raffles Hospital  | 84 <sup>1</sup> | 84 <sup>1</sup>    | 75.5 <sup>1</sup> |
| Raffles Medical Clinics (%)   | 71              | 73                 | 70                |
| <b>Patient Safety</b>   |                 |                    |                   |
| Central Line-associated Blood Stream Infection Rate (zero per 1,000 patient days) | 0               | 0                  | 0                 |
| Ventilator Associated Pneumonia Rate (zero per 1,000 patient days)                | 0               | 0                  | 0                 |
| Catheter Associated Urinary Tract Infection Rate (zero per 1,000 patient days)    | 3.1             | 0                  | 0                 |
| Unscheduled Readmission Within 30 Days Rate                                       | 1.5             | 1.2                | 1.4               |
| <b>EMPLOYEES</b>  |                 |                    |                   |
| Permanent Employees   | 2,763           | 2,766              | 2,631             |
| Average Training Hours Per Employee   | 11.7            | 6.5                | 16                |
| Training Expenditure Per Employee (\$)  | 150             | 21 <sup>2</sup>    | 238               |
| Course Evaluation (%)   | 95              | 96                 | 96                |
| Staff Turnover Rate (%)   | 32              | 22                 | 28                |
| Staff Performance Review Rate (%)   | 100             | 100                | 100               |
| Hand Hygiene Compliance (%)   | 94              | 94                 | 92                |
| <b>ENVIRONMENT</b>  |                 |                    |                   |
| Paper Consumption (ton)   | 44              | 47                 | 50                |
| Water Consumption Index (m3 / GFA)  | 0.79            | 1.18               | 1.38              |
| Electricity Consumption Index (kWh / GFA)   | 125             | 186                | 175               |
| General Waste (non-hazardous) Consumption Index (ton / GFA)                       | 0.005           | 0.009              | 0.013             |
| Biohazard Waste Index (bins / GFA) <sup>4</sup>                                   | 0.062           | 0.098 <sup>3</sup> | 0.056             |
| Paper Recycled (ton) <sup>4</sup>   | 48              | 78 <sup>3</sup>    | 42                |
| Food waste digested (tons)  | 30 <sup>5</sup> | -                  | -                 |



| Strategic Area                                     | FY2021  | FY 2020         | FY 2019 |
|--|---------|-----------------|---------|
| <b>MARKETPLACE</b>                                 |         |                 |         |
| Revenue (S\$'000)                                  | 723,791 | 568,203         | 522,038 |
| EBITDA (S\$'000)                                   | 160,632 | 123,937         | 105,428 |
| Operating Profit (S\$'000)                         | 121,306 | 88,442          | 76,168  |
| Profit After Tax (S\$'000)                         | 83,716  | 64,670          | 60,522  |
| Operating Costs (including staff costs) (S\$'000)  | 616,334 | 511,346         | 448,956 |
| Staff Costs (S\$'000)                              | 386,973 | 291,698         | 266,883 |
| Dividends (S\$'000) <sup>6</sup>                   | 52,312  | 46,607          | 45,697  |
| Dividend Payout Ratio (%)                          | 62      | 71              | 76      |
| Local-based suppliers (%)                          | 99      | 99              | 99      |
| % of Actual Dollars Spent on Local-based Suppliers | 99      | 98              | 99      |
| Employee Volunteerism (number of hours)            | 544     | 36 <sup>7</sup> | 214     |
| Employee Volunteerism (number)                     | 68      | 15 <sup>7</sup> | 107     |
| Community Training Places                          | 383     | 1,531           | 1,786   |
| Internships and Clinical Attachments               | 417     | 383             | 528     |

<sup>1</sup> FY2019 results were based on Customer Satisfaction Index of Singapore (CSISG) for the healthcare sector, which ceased in 2020. FY2020 and FY2021 results were based on internal Customer Satisfaction Index score.

<sup>2</sup> Decrease is due to a greater emphasis on online learning during COVID-19.

<sup>3</sup> Values are higher due to COVID-19 related Personal Protective Equipment (PPE) expenditure.

<sup>4</sup> For Biohazard Waste Index and Paper Recycled, FY2020 was an exceptional year due to increased COVID-related activities across the Group. In FY2021, Biohazard Waste Index remains slightly higher than FY2019 as there were active vaccination centres.

<sup>5</sup> Food waste digester installed in FY2021.

<sup>6</sup> Comprising interim dividends paid and final dividends proposed for the financial year.

<sup>7</sup> Volunteerism in FY2020 was limited due to COVID-19.







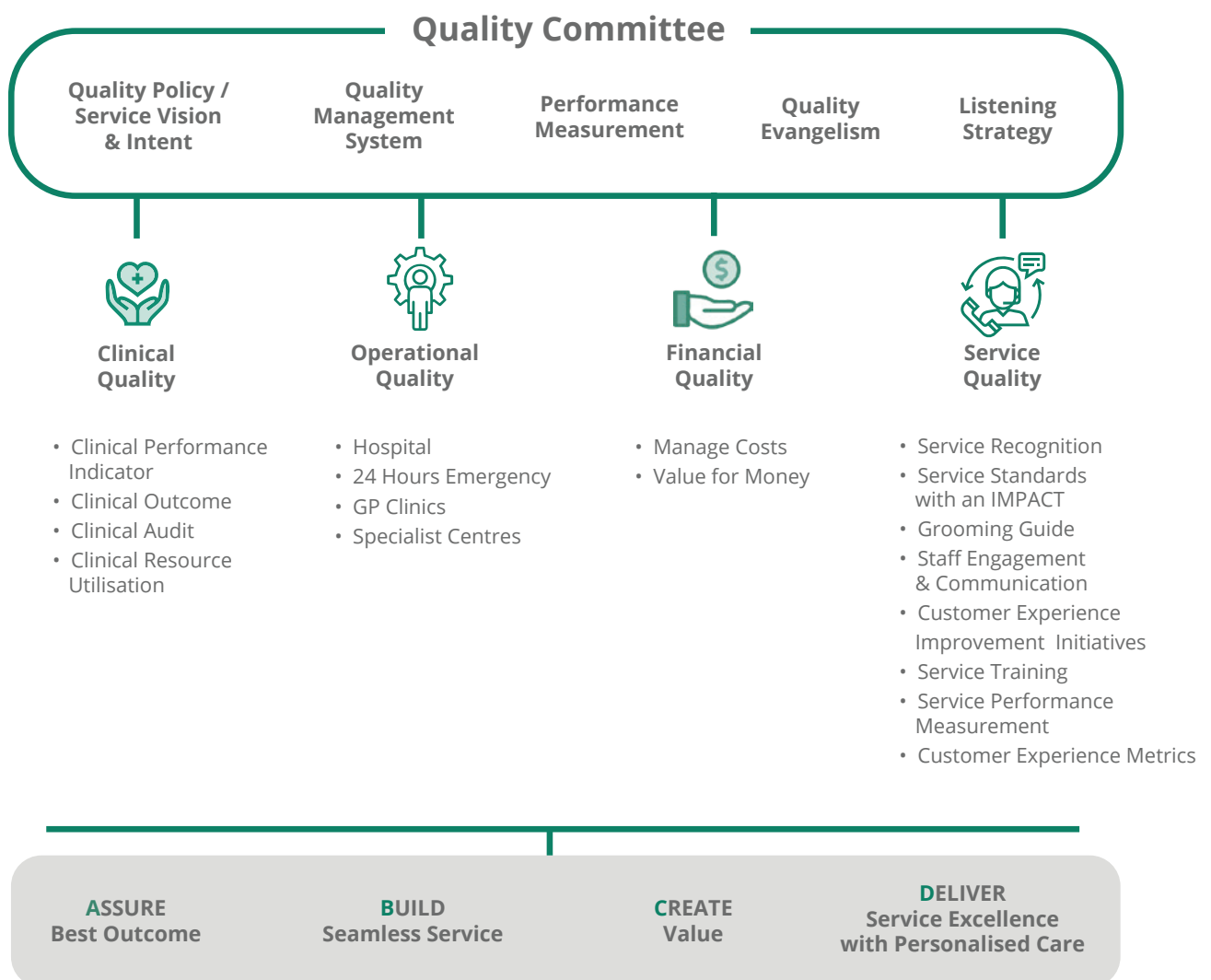
Customers

## Our Approach

We are committed to providing quality healthcare services to our patients and effective solutions to our clients.

### Delivering High-Quality and Holistic Care (416-1)

Our group practice model allows healthcare professionals to have seamless coordination across the continuum of care and deliver safe, effective, timely and patient-centric care. We resolve to provide the best care possible for our patients and are continuously striving for the best outcomes for our patients, customers and the communities we operate in.



## EARLY ASSESSMENT TEAM (EAT)

Initiated by the Intensive Care Unit (ICU) team, the Early Assessment Team (EAT) was set up to develop an effective means of preventing unscheduled ICU readmission and introduce early intervention during clinical deterioration to improve patient outcomes.

EAT comprises a team of Hospital Physicians and nurses who can promptly identify patients whose conditions are deteriorating and provide care promptly. There is also a critical care expert on standby to help manage the patient in crisis.

Through the EAT initiative, we have observed improvements in these key aspects:

- Reduced number of ICU readmissions
- Decreased hospital mortality
- Shortened hospital length of stay
- Reduced healthcare costs
- Increased ICU bed availability
- Enhanced multi-disciplinary communication and collaboration

The EAT was fully implemented for all inpatient settings in January 2020. In 2021, a total of 98 ICU cases were transferred to general ward. Out of 98 cases, one case (1%) was reported as unscheduled return to ICU with no adverse events or mortality cases.

General ward nurses also have the opportunity to learn how to better manage patients in deterioration with the support of the EAT, giving them more confidence and alleviating their work stress.

## FOLLOW-UP PHONE CALL ON DISCHARGE

Launched in 2019, this initiative aims to check on a patient's well-being after discharge and is part of our ongoing efforts to provide holistic care for our patients. By checking in on a patient, we are able to identify any post-discharge issues early and provide timely intervention and assistance as required.

Through this initiative, we aim to achieve:

- Increased patient satisfaction
- Stronger rapport and trust with our patients
- Greater support for caregivers
- Reduced number of readmissions

## RAFFLES NURSING TIMES NEWSLETTER

The Nursing Times is a quarterly e-newsletter written by our nursing team. It serves as a platform to engage and inspire our nurses, encourage the exchange of ideas, and keep everyone abreast with the latest hospital practices and updates.





## CUSTOMER SERVICE EXCELLENCE

Our internal Customer Satisfaction Index scores for Raffles Hospital Singapore have consistently outperformed the Customer Satisfaction Index of Singapore's (CSISG) national score benchmarks in the past year, a testament to our commitment to service excellence, bringing value to our customers.

Our three hospitals in China use a combination of tools, including hard copies, WeChat mini program and post-consultation/discharge telephone surveys to ascertain customer satisfaction and to collate feedback for further improvements in care delivery, both clinical and service standards. For the year of 2021, the three hospitals collated over 900 independent surveys and feedback from our patients. We are also constantly reviewing and looking into improving our communication and feedback channels with our patients.

We have various ongoing service improvement initiatives to equip our employees with the relevant skills and tools to better serve our patients and customers, achieving better client satisfaction and outcomes. The enhanced Service Excellence Framework aims to Guide, Empower, Advance and Recognise (GEAR) all our staff to become outstanding service ambassadors. Under each of these four pillars, training, tools and handbooks are made available to employees to equip them with relevant service excellence skills and knowledge. These materials are regularly updated.



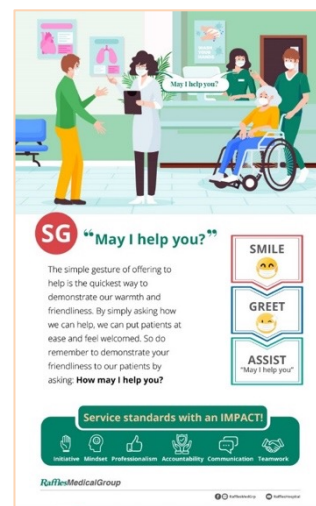
Other service improvement initiatives in Singapore to enhance patient experience and engagement included:

**Service Roll Call:** appreciation sessions where senior management acknowledge individuals and teams for good service given.

**Service Engagement Round:** addresses service issues, service standards and staff compliments through service roll call at the clinic level. The programme enhances service consistency to help our frontline staff deliver a positive experience in every interaction with our patients.

**Service Excellence Campaign – “SG, May I Help You?”:** advocates and unifies service mannerisms for all our frontline staff. It establishes a warm service persona from the first contact with our patients and aims to garner positive sentiments from our patients.

**Service Excellence Leaders Engagement Online Workshops:** we conduct regular online service excellence workshops to equip our frontline managers with the knowledge and skillset to meet patients' evolving expectations.



## EMERGENCY CARE COLLABORATION

Raffles Hospital Singapore has been on the Ministry of Health's Emergency Care Collaboration (ECC) scheme since 2015. Through this scheme, we provide emergency medical care to patients sent to the hospital by Singapore Civil Defence Force (SCDF) ambulances. We are the only private hospital in Singapore on the ECC scheme.

The hospital also collaborated with Khoo Teck Puat Hospital, Tan Tock Seng Hospital, Changi General Hospital and Ng Teng Fong General Hospital for A&E transfer cases as part of the ECC.

By sharing patient loads, we help to ease inpatient caseloads in the public hospitals and contribute to the national effort to enhance access to healthcare.

## TRAUMA ACCREDITED HOSPITAL

Raffles Hospital Singapore was accredited and certified as a trauma hospital by the National Trauma Committee, Singapore in June 2018. We are the first private hospital in Singapore to receive this accreditation.

The hospital's Accident & Emergency department is equipped and ready to receive trauma patients and medical emergencies at any time. Supported by more than 100 specialists, we tend to both private patients as well as patients brought in by SCDF ambulances through the ECC scheme with MOH.



## ENSURING QUALITY OUTCOMES

Raffles Hospital conducts regular surveys on our patient safety culture, with the aim to better plan for and deliver quality patient care.

Throughout the pandemic, we continued to carry out audits and surveys, within safe management measures requirement. This is to ensure that the system for evaluation and review is sustained for good patient care delivery and outcome.



We monitor patient safety indicators closely to gain insights and understanding of issues. Aligned to MOH licensing and accreditation standards as well as the requirements of the relevant Provincial and City (or Municipality) Health Bureau Licensing Division in China, our hospitals measure clinical performance on these key themes:

- Unscheduled readmission
- Hospital acquired infections
- Falls
- Medication related events
- Surgery related events
- Clinical outcome by specialty
- Needle stick injuries
- Two patient identifiers
- Hand hygiene compliance
- Medical record audits
- ICU adverse event occurrence

These are discussed at the respective Quality Assurance (QA) committees to seek improvement measures.

With the occurrence of every adverse event, the Quality and Safety Committee under the Medical Affairs Department of each hospital will look into the root cause and where necessary, make amendments and improvements to the existing processes and systems to ensure that similar events do not recur across our four hospitals.



## QUALITY PROMOTION PLATFORMS

Our hospitals subscribe to local and international clinical surveillance and reporting to promote transparent public reporting.

Our quality platforms include:

### **Clinical**

- Year round infection control training and activities
- Advance Personal Protective Equipment (PPE) course
- Basic and advanced nursing care
- Improving nursing competency with critical thinking
- Professional responsibilities and accountability
- Pain assessment and management
- Fall risk assessment, prevention and management
- Pressure related injuries and prevention
- VTE risk assessment and management
- Basic and advanced life skills (e.g. BCLS and first aid)
- Hospital training emergencies workshops and drills (e.g. Medical Code Blue)
- E-learning courses

### **Operations / Services**

- Training in workplace safety and quality tools
- Service quality
- Inter-departmental sharing of projects and highlights
- Language skills training
- Effective communication





With the resurgence of COVID-19 in cities across China and in line with the escalation of the requirements by the local authorities, we have also included and stepped up the following:

- COVID-19 specific drills and workflows
- Suspected COVID-19 patient workflow
- PPE competency
- Competency training and assessment for COVID-19 vaccination
- PCR sampling
- Hospital lockdown drills

It is important that our management and staff stay updated with the current prevailing regulatory policies in China, and strictly comply with all requirements. Regular audits are also conducted to ensure that non-compliance with relevant standards will be reported and addressed in a timely manner to the relevant audit committees.

## **ACCESS TO PATIENT EDUCATION MATERIALS & HEALTH ADVISORIES**

The Group creates and shares patient education information that can be beneficial to patients and members of the public. Such information is shared on our corporate website, Raffles Connect app, social media channels including Facebook, Instagram, WeChat and YouTube, electronic direct mailers and printed brochures and materials.

Patients are further provided with relevant patient education information when required or requested.

## **DELIVERING ENHANCED VALUE**

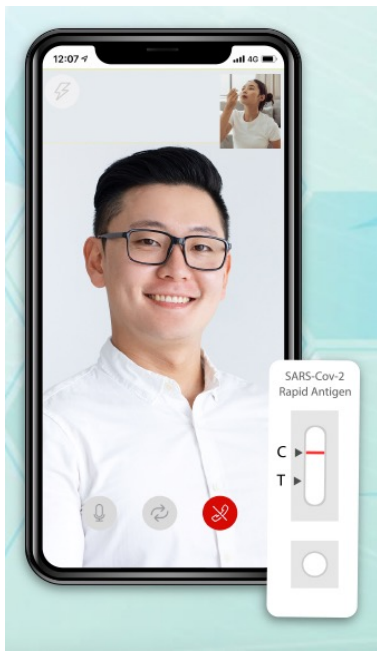
### **CLINICAL ADVANCEMENTS**

Raffles Hospital Singapore's Molecular Laboratory has been ramped up to support expanded testing services beyond Polymerase Chain Reaction (PCR) testing. This enables us to provide timely, reliable testing to the nation and industry partners.

### **CLINICAL RESEARCH & DEVELOPMENT**

Raffles Hospital Singapore is involved in several clinical trials, which enable our local and overseas patients to access novel therapies and diagnostics. The Hospital also supports academic and observational studies where our clinicians assess disease risk factors, observe the effect of diagnostic tests, treatments or interventions to develop better clinical guidelines and decision making.





### 24/7 HEALTHCARE ACCESS VIA DIGITAL PLATFORMS

Raffles Connect, our integrated healthcare app which was launched in 2019, is continuously enhanced to offer new healthcare services, improve patient experience and minimise crowds amid the pandemic.

These enhancements include:

- Video-consultation service
- App-based booking of PCR testing and Covid vaccinations at more than 30 Raffles Medical clinics island wide
- Virtually supervised ART

### DIGITALISING HEALTHCARE SYSTEMS & SERVICES

The Group invests substantially in technology to provide safe and efficient medical care for our patients. Some of the digital initiatives implemented include:

- Flexible workforce e-roster system – the e-Roster system deploys resources across multiple service stations efficiently. Our flexible workforce can scan a QR code to check in and out of their working timeslots, which allowed for easy management of remuneration and manpower. This was deployed at our airport border screening and vaccination centres.
- National Electronic Health Record (NEHR) Lab submission collaboration – Raffles Laboratory started contributing COVID-19 results data to NEHR since October 2020. The RMG IT team worked closely with Integrated Health Information Systems (IHIS) to establish a seamless system integration with NEHR, providing COVID-19 test results efficiently and accurately for both patients and healthcare workers. This, in turn, improves patient safety and enhances patient experience.
- Raffles Clinic Management System (RCMS) and Electronic Medical Record (EMR) – Implemented across our clinics in Singapore, Hong Kong SAR, Vietnam and Cambodia, these systems integrate registration, billing, and medicine dispensary information securely so that it is accessible and provides an overview of all records in a single system, within each country. This enables our doctors to view patient records and use the EMR system for their respective practice.
- A new WeChat Mini Program providing booking of appointments, eCommerce and advisories for Raffles Hospital Chongqing and Raffles Hospital Beijing was launched to improve customer engagement.
- Raffles Hospital Shanghai, which started operations in Jul 2021, implemented similar IT system as Raffles Hospital Chongqing and Beijing to provide holistic healthcare for residence of Shanghai. The IT system provides real time data and medical information for clinicians and staff, thereby improving patient safety, healthcare standards and productivity.



## **GOVERNMENT SCHEMES – COMMUNITY HEALTH ASSISTANCE SCHEME, PIONEER GENERATION AND MERDEKA GENERATION SUBSIDY PROGRAMMES**

All Raffles Medical and Raffles Dental clinics in Singapore participate in the Community Health Assistance Scheme (CHAS), Pioneer Generation (PG) and Merdeka Generation (MG) subsidy programmes to support the Singapore government's efforts to serve the community. For patients with chronic conditions, CHAS complements the Chronic Disease Management Programme (CDMP) which allows patients to tap on their Medisave to defray part of the outpatient treatments for chronic conditions, besides enjoying CHAS subsidies for the treatments.

## **DELIVERING BEST OUTCOMES**

Raffles Hospital Singapore adheres to MOH licensing and accreditation regulation requirements and its standards, which is rigorous in patient safety and patient care. The Hospital is assessed every two years.

In addition, we adopt international best practice on patient safety priorities. These priorities are:

- Accurate identification of patients
- Improve effective communication
- Improve the safety of high-alert medications
- Ensure safe surgery
- Reduce the risk of healthcare-associated infections
- Reduce the risk of patient harm resulting from falls

## **CLINICAL AUDITS**

Clinical audits are done as part of the Group's medical professional clinical governance. In addition to mortality and morbidity review, the following committees look into the different areas of clinical quality programmes:

- Medical Audit Committee
- Surgical Audit Committee
- Pharmacy & Therapeutics Committee
- Infection Control Committee
- Operating Theatre Committee
- Blood Transfusion and Tissue Review Committee
- Patient Case Review Committee
- Critical Care Committee
- Trauma Committee

The Quality Committee, who has overall oversight of these committees, reviews and evaluates their activities and programmes with collective decision that benefits the organisation to promote patient safety.



In China, our hospitals combine the regulatory policies and requirements of the central, city (or municipality) Health Bureaus to ensure that we provide safe, quality and standardised care to our patients.

The number and specialty of clinical departments vary according to the size and location of each hospital in China. All Committees set up are to comply with prevailing regulatory policies and under the regulatory supervision of the respective city (or municipality) and district Health Bureaus.

The core Clinical Quality and Safety Committees in all three China hospitals include:

- Medical Quality and Audit Committee
- Surgical Quality and Audit Committee
- Pharmacy and Therapeutics Committee
- Infection Control Committee
- Operating Theater Committee
- Patient Case Review Committee
- Biohazard Waste Management Committee
- Biosafety Management Committee
- Medical Records Management Committee
- Clinicians' Qualifications and Accreditation Committee

Other Sub-Committees (non-core) include:

- Blood Transfusion and Tissue Review Committee
- Emergency Service Management Committee
- Radiation Safety Committee

The non-core committees are set up when the relevant clinical departments are established to meet operational requirements. All Heads of Committees will report to the respective Hospital Senior Management Committee under the leadership of the Hospital Medical Director, who reports to the Regional China Division Quality Committee led by the Managing Director.

## **CLINICAL RESOURCE UTILISATION**

Resource utilisation is embedded in the Quality Assurance committee's terms of reference to help the Group look into accessibility of services through the use of data. This allows our hospitals to optimise limited resources to ensure we meet our patients' needs.

## **INCIDENT REPORTING**

The Group's leadership advocates sharing of feedback by our healthcare professionals across all spectrums in our hospitals. This includes reporting on an event, a process or condition that causes harm or has the potential to cause harm or injury to our patients and customers.

In addition, there is proactive review of clinical incidences and feedback where a team of healthcare professionals relevant to that process comes together for general consensus following an in-depth deliberation. There are also processes in place for group-wide escalation and standardisation. This culture of maintaining open conversations and accountability ensures we have the opportunity to improve on current practices.





Employees



## Our Approach

We are a holistic employer that focuses on developing the careers of our employees, as well as ensuring their physical and emotional wellbeing.

## 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 Singapore Government's COVID-19 initiatives as well as ongoing operational changes brought on by the pandemic. In 2021, we were able to continue relying on the sizeable pool of employees from our flexible workforce built up in 2020 to respond speedily to pandemic-related demands as our COVID-19 related activities pivoted towards running vaccination centers, community treatment facilities, and community PCR testing centers.

Despite the restriction of foreign patients entering into Singapore in the last couple of years, 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. 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.

In particular, with the opening of Raffles Hospital Shanghai and Raffles Hospital Beijing, we have stepped up on our recruitment of specialist and GP doctors as well as nurses, healthcare assistants as well as supporting staff to support the ramp up of our operations there.

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.

### EDUCATION SPONSORSHIPS

We support our people in their continuous learning journey. In 2021, we sponsored 16 employees for their diploma and tertiary level qualifications, including an Executive Master of Business Administration course. 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.



## 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.

## EXTENDING OUR TRAINING ARM TO SUPPORT NATIONAL EFFORTS

In support of the Republic's National Vaccination Programme, Raffles Healthcare Institute (RHCI) and the Human Capital Team partnered with Alice Lee Centre for Nursing Studies (National University of Singapore) to prime a core team of clinical nursing staff to conduct Vaccination Training for enrolled nurses and staff nurses, who were subsequently deployed to 15 Vaccination Centres island wide.



Apart from Vaccination Training, the Institute's contribution to national training efforts include the conduct of PPE, Infection Control, Code Blue and Swab Training for our Healthcare Assistants, Patient Care Assistants and Nurses, to prepare them for their respective clinical roles in the Community Care and Treatment facilities at Changi Expo.

From clinical training to clinical supervision, RHCI collaborated with Republic Polytechnic (RP) and Health Management International (HMI) and supervised the practicum placements of trainees to Raffles Hospital

and Raffles Medical Clinics. This is over and above the existing clinical attachment of nursing and allied health students from various Post-Secondary Educational Institutes such as National University of Singapore, Singapore Institute of Technology, Nanyang Polytechnic, Ngee Ann Polytechnic and Institute of Technical Education.

As a private healthcare institution, RHCI adds value to the practical application of academic learning by providing not only clinical experience, but also exposure to private sector standards of service excellence and business management, facilitating the transition of the student / trainee into their clinical roles in the healthcare industry.

To groom senior leaders to advance in their leadership capabilities, the Institute supported the organisation of the Raffles Leadership Development Programme for identified senior leaders. This one-year programme (held monthly) include talks and discussions with invited speakers for exposure to senior corporate leaders, sponsorship of courses, seminars and skills development opportunities as well as personal coaching by a board member.





### **DIGITISING TRAINING OFFERING**

To ensure continuity of training services during the pandemic, RHCI leveraged online learning platforms 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. RHCI offers over 40 e-learning modules and more than 75 e-resources (self-improvement videos and personal development articles) for employees to engage in self-directed learning.

### **AMERICAN NURSES CREDENTIALING CENTRE (ANCC) ACCREDITATION**

Raffles Hospital Singapore has been awarded Accreditation with Distinction, the highest recognition awarded by the American Nurses Credentialing Centre (ANCC), as a provider of nursing continuing professional development for the second time. This re-accreditation has been granted for four years till 2026. We are the only hospital in Singapore that achieved accreditation with distinction.

An ANCC accreditation is awarded to organisations that have demonstrated quality and excellence in curriculum design and delivery of continuing nursing education (CNE). This award is testament that our nurses receive and will continue to receive updated knowledge of the best nursing practices, and access the highest calibre of education to meet certifications or licensure requirements, which in turn value-adds to the recovery journey of our patients.



### **SUPPORTING GOVERNMENT-LED COVID-19 PROJECTS**

To support national efforts in the fight against COVID-19 in Singapore, 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, PCR swabbing, PPE, Mask Fitting, and the Management of Infectious Diseases, were deployed to support MOH-led COVID-19 projects.

We continued to be a key partner to the Government in the fight against COVID-19, as Singapore's leading operator of mass vaccination centres and extending our support to operating Community Treatment Facilities to care for COVID-19 patients.

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 including supervised self-administered Antigen Rapid Tests.



## 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.

We carry out WSH-related training regularly to empower our employees to perform their work safely and 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.

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

We are certified as BizSAFE Level 3 Company by the Workplace Safety and Health (WSH) Council Singapore since 2013 and continue 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, we are 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.

The Group is represented in the national Workplace Safety & Health Council (Healthcare), which works closely with 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 evaluated 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 staff, patients and visitors.

For overall staff safety, Raffles Hospital volunteered to participate in the 2021 Fire Safety Audit / Award by National Fire and Emergency Preparedness Council (NFEC). The objectives are to promote strong fire-safe culture and practice in the Group, inculcate a greater awareness of the need for a regular programme of action to ensure that buildings are safe from fire and ensure commitment to maintain a high standard of fire safety in all our premises.



## **ANNUAL REVIEW OF RISK ASSESSMENTS**

We conduct 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

We have also incorporated SGSecure component into our risk assessment to mitigate potential terror threats, in line with the national movement.

## **STRENGTHENING THE RAFFLES CULTURE**

### **FAIR EMPLOYMENT PRACTICES**

The Group implements fair employment practices, providing equal opportunities for 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**

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

### **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 the company 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.



## **EMPLOYEE WELLNESS & BENEFITS (401-2)**

We aim to provide a work environment that is safe and conducive for every employee.

Every year, we provide free health screening and seasonal influenza vaccination for all employees, with an option to upgrade to a comprehensive health screening with their flexi-benefits. The annual health screenings provide employees with greater awareness of their health status.

Our Raffles Recreation Club organises health and wellness activities to engage our employees. These activities provide a platform for employees to adopt a healthier lifestyle. However, the number of physical activities were limited in 2021 due to the pandemic.

To cater to diverse needs, the company offers benefits packages with different options and flexibility.

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)**

Employees are eligible for parental leave, maternity leave, paternity leave and childcare leave, in line with the relevant regulatory guidelines of each of the jurisdictions in which we operate.





**Environment**

## Our Approach

Climate change affects everyone and it is critical for organisations to adopt increasingly environmentally friendly ways of operating. We recognise that a low carbon business strategy is not only good for the environment but enables us to respond to climate change regulations swiftly and manage our business more efficiently. We have worked with our partners, government agencies and suppliers to continuously advance our efforts in this area.

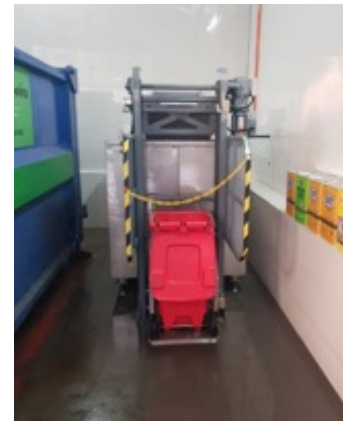
As we expand our global footprint, we continue to advocate the pursuit of energy efficient practices with lower environmental impacts, including energy and water conservation, and increased recycling activities at all our facilities.

## Energy & Resource Conservation (302-1, 302-4, 302-5)

### RAFFLES HOSPITAL – FOOD WASTE INITIATIVES

As part of efforts to reduce our environmental footprint, Raffles Hospital Singapore has invested in a food waste digester to reduce food waste disposal. With the food waste digester, food waste is converted into grey water which is discharged into the general public sewer and can be recycled.

The food waste digester was installed in May 2021 and as of December 2021, we have reduced approximately 30 tons of food waste in the hospital. We have reduced our food waste disposal by an average of 4 tons every month since the installation. We are planning for another food waste digester in our Raffles Holland V Mall in 2022/23.



As regulatory requirements in China, food waste needs to be collected and processed centrally. A food waste truck operated by the environment council collects and takes the food waste from the China hospitals to the processing plants to be processed by the following means:

- Landfill
- Decompose to become fertiliser or to generate energy
- Reprocess to become usable oil

### RAFFLES SPECIALIST CENTRE – PLATINUM GREEN MARK STAGE 2 VERIFICATION

Raffles Specialist Centre was officially verified as a Platinum Green Mark building by the Building and Construction Authority (BCA) since December 2020, underscoring our commitment towards environmental sustainability. BCA had issued the Green Mark decal as credential for display at our main entrance to showcase the achievement in sustainable design and operations.



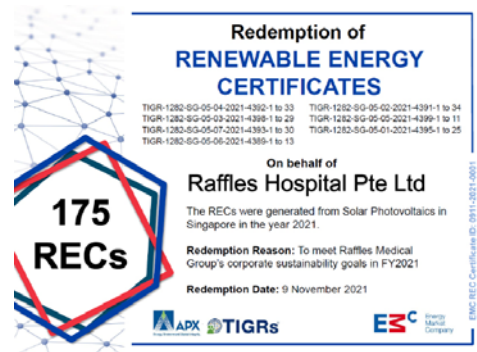


## BETTER ENERGY MANAGEMENT

Moving forward, all properties in Singapore under the Group will continue to maintain our efficiency through the 3 yearly energy audit by the Building Control Authority (BCA).

We have managed to achieve our goal of reducing energy consumption by 10% in one year as our total electrical energy consumption index has dropped from 186 kWh/GFA to 125 kWh/GFA.

A total of 175 local Renewable Energy Certificates (REC) were purchased in 2021 which converts to 175,000kWh. One Renewable Energy Certificate (REC) is created when one megawatt hour of electricity is generated from an eligible renewable energy source.



## Recycling

### WASTE MINIMISATION AND RECYCLING

In 2021, the waste consumption index has dropped to 0.005 ton/GFA. Recycling effort has paid off and the amount of paper recycled has reached our target of 50 tonnes a year.

Our general waste consumption index continues to drop from 0.009 ton/GFA to 0.005 ton/GFA achieving our goal of 5% reduction.

Our metal and plastic recycling initiatives was rolled out, achieving a total of 478 kg of metals and 61 kg of plastic recycled in 2021.

Biohazard waste has dropped though the pandemic situation remains. The overall index has dropped from 0.098 bin/GFA to 0.062 bin/GFA.





## Water Conservation (303-3)

### IMPROVED WATER EFFICIENCY & AWARENESS

Our water consumption index continued to decrease in 2021, from 1.18 m<sup>3</sup>/GFA to 0.79 m<sup>3</sup>/GFA, achieving our goal of 5% reduction.

In 2022, we will be embarking on projects that has significant savings in our cooling towers such as adopting technology and reducing usage of chemical treatment in cooling tower maintenance. These will help achieve higher efficiency while reducing water consumption.

As we expand our global footprint, we continue to advocate the pursuit of energy efficient practices with lower environmental impacts, including energy and water conservation, and increased recycling activities at all our facilities.

### GREEN PRODUCTS

The Group is working with partners to use only green label products in Raffles Hospital Singapore and Raffles Specialist Centre. Since 2020, Raffles Hospital Singapore and Raffles Specialist Centre have been using environmentally friendly cleaning agents, disinfectant chemicals and toiletries.



### SG-CLEAN

In support of National Environment Authority's (NEA) effort in providing clean and hygienic facilities, Raffles Holland V Mall was certified SG-Clean in December 2021 by Enterprise Singapore.





**Marketplace**

## Our Approach

The Group continued to record growth in 2021, providing our employees, shareholders and partners with positive economic returns. We target to maintain a strong and healthy balance sheet and cash flow and to continue creating long-term value for our stakeholders.

At the same time, we engage in community outreach activities and contribute to community programmes.

## Our Community (413-1)

We are 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. This spirit was displayed when the Group was ramping up the Vaccination Centers in February 2021, when 68 employees stepped forward, spending a total of 544 hours to help at these vaccination centres either as Healthcare Assistants or Vaccinators.

### **VOLUNTEERISM**

Since 2015, doctors and TCM physicians from Raffles Medical Group have visited the residents of Zion Home for the Aged on a monthly basis to provide medical consultations and acupuncture services to its residents. Zion Home for the Aged, a registered charity, is a sheltered home for aged females. In 2021, due to the COVID-19 pandemic and health protocol restrictions, such visits were put on hold. However, we remain committed to support the home and look forward to resuming such visits when restrictions lift.

### **METTA SCHOOL – SOCIAL COMPETENCE LEARNING PROGRAMME**

Since 2018, 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 helps prepare the students for various aspects of independent living, from interacting with doctors and nurses, proper medication usage to handling monetary transaction. While there was a planned online session of this programme in 2021, it was cancelled due to unforeseen circumstances. However, we plan to continue our support for this meaningful initiative in 2022.

### **HUMANITARIAN EFFORTS IN INDONESIA**

In 2021, Indonesia was badly affected by COVID-19 and faced an unprecedented spike in daily case numbers. The country was then reported to be Asia's new COVID-19 epicentre. As the exclusive healthcare provider at the Changi International Airport and part of the One Changi Airport Community, we joined an initiative led by the Changi Airport Group and donated 10 units of oxygen concentrators, worth \$10,000, to aid the treatment of COVID-19 patients in Indonesia.

### **ENHANCED SCREEN FOR LIFE (SFL)**

Raffles Medical supports SFL, the national screening programme by Singapore's Health Promotion Board that offers Singaporeans and Permanent Residents health screening recommendations and the necessary follow-up based on age and gender. Since 2017, Pioneer Generation cardholders, Community Health Assist Scheme 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 a participant of the Ministry of Health's (MOH) PCN Scheme since 2018. Under the scheme, MOH will provide funding of operational and administrative support to Raffles Medical General Practitioners for managing patients with chronic disease conditions. RMG'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, Nurse Counselling, and Mental Health Care.

### **HEALTH SUPPLEMENTS**

We provide 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.

### **BURSARIES, SCHOLARSHIPS AND SPONSORSHIPS**

#### **Scholarship and Sponsorship**

Since 2012, we offered 49 RMG scholarships and sponsorships to groom healthcare professionals and future business leaders. 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.

#### **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 2021, we disbursed 18 bursary awards to our employees' children in support of their education needs.

#### **Clinical Training and Internships**

In collaboration with local medical schools, polytechnics and vocational institutions, we provide clinical training for undergraduates and postgraduates as physicians, nurses, allied health and healthcare managers. 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, Raffles Healthcare Institute collaborated with various Post-Secondary Educational Institutes to provide a total of 417 clinical attachments for undergraduate and postgraduate students. A total of 50 A-Level students from various Junior Colleges participated in our Frontline Service.

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.



## COMMUNITY INVESTMENTS

The Asian Medical Foundation was established 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 serve to contribute towards the well-being of the Singapore community.

In 2021, AMF undertook several initiatives to support those who have been severely impacted during this challenging year, namely the elderly.



**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 projects in the year 2021:

**AMF Elder Vouchers** — AMF spent \$3 million which was used to distribute \$100 grocery vouchers to 30,000 needy and vulnerable elderly seniors. 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. This grocery vouchers enabled the recipients to purchase necessities to support their daily living.

**AMF Elder Health** — In response to COVID-19 and to help the elderly with digitalisation, AMF sponsored SingHealth's Telehealth pilot project that aimed to provide accessible, safe and better care for seniors staying in the east of Singapore. The project helps to reduce the risk of seniors being exposed to the COVID-19 pandemic, by implementing telehealth solutions in the community, so that seniors with chronic yet stable conditions can consult their doctors without making a trip to the polyclinic or hospital. 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 and other medical conditions using the devices provided and video consultations.

**Makan-Lah!** – AMF worked with the Kampung Glam constituency to organize a meal sponsorship during the COVID-19 pandemic, which affected many seniors. The Kampung Glam Care Team identified 100 seniors who were on Comcare and are living in one and two room rental flats to benefit from this meal sponsorship.

With the aid of a cooked food vending machine, the identified seniors in this programme were able to redeem one hot meal a day from the "Chef-in-The-Box" vending machine, which was placed at the Love Connect Centre, located at Beach Road. The machine provided different types of meals on their menu for the seniors to choose from.



## 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
- 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)
- Chambre de Commerce et d'Industrie Française en Chine (CCI FRANCE CHINE)



## 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)
- 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

- The Japanese Chamber of Commerce and Industry in Vietnam (JCCI)
- The Japanese Chamber of Commerce and Industry in Ho Chi Minh City (JCCH)

## Our Suppliers & Contractors

We build ethical and win-win partnerships with our suppliers and contractors. 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 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. We ensure that our employees uphold professional standards, workplace standards and behaviors 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 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 code of conduct.

### **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. In Singapore, 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. 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 economies 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). 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 Group's personal data protection policy. Patients can at any 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](http://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.

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 advise 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)**

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 the Group 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 (102-17)**

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 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 2021.

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# *RafflesMedicalGroup*

585 North Bridge Road | Raffles Hospital | Singapore 188770 | Tel: 6311 1111 | [rafflesmedicalgroup.com](http://rafflesmedicalgroup.com)

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