



# ***Raffles*MedicalGroup**

Sustainability Report 2020

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

## BOARD STATEMENT

The Board of Raffles Medical Group (RMG) 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.

## SCOPE OF THIS REPORT (102-46, 102-49, 102-50, 102-51, 102-52)

Our fourth Sustainability Report ("Report") highlights the developments and progress of our sustainability journey in the year 2020. 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.

## REPORTING PROCESS (102-48, 102-53, 102-54)

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 who provide the direction for reporting. It reviews, assesses and determines the sustainability context, material topics, scope, boundary, and prioritisation of issues included in the report. It considers formal and informal feedback from both internal and external stakeholders throughout the year to determine the material issues in the report. The Committee is supported by a cross-functional team that gathers and verifies the data.

**Availability:** The report is available for download at [www.rafflesmedicalgroup.com](http://www.rafflesmedicalgroup.com). To conserve paper, we do not offer a print version.

**Feedback:** We welcome feedback at [enquiries@rafflesmedical.com](mailto:enquiries@rafflesmedical.com).

**Restatement (102-48):** This report does not include any restatement of previously published data.

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

Founded in 1976, Raffles Medical Group (RMG or the 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 three tertiary hospitals and over 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 annually across our network as their trusted partner for health. For more information, please visit [rafflesmedicalgroup.com](http://rafflesmedicalgroup.com).

## **ABOUT RAFFLES MEDICAL**

Raffles Medical is the primary care network of Raffles Medical Group operating over 60 practices and clinics in Singapore providing family medicine, health screening and dental services. Raffles Medical also has Japanese clinics and/or clinics offering Japanese services in Singapore, Osaka, Tianjin, Beijing, Hanoi and Ho Chi Minh City, serving its Japanese patients with family medicine and dental services. In Singapore, Raffles Medical represents one of the largest networks of primary care clinics and serves over 7,000 corporate clients, 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 13 cities outside of Singapore, including Greater China, Japan, as well as Vietnam and Cambodia.

## **ABOUT RAFFLES HOSPITAL**

Raffles Hospital is the flagship private tertiary hospital offering of the Group in Singapore, that currently boasts a growing network of tertiary hospitals in Singapore and China, including Raffles Hospital Chongqing and the upcoming Raffles Hospital Shanghai as well as the Class 1 Raffles Hospital Beijing. In Singapore, Raffles Hospital offers a comprehensive range of medical and dental specialities 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. The Hospital also operates more than 30 specialist centres and specialist satellite clinics, covering more than 30 disciplines. Subscribing to the Group Practice model of healthcare, over 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 which provides patients with a suite of healthcare services from primary care to tertiary care. Raffles China Healthcare provides primary care and tertiary care through its clinics and hospitals in eight cities in China – Beijing, Chongqing, Dalian, Hong Kong SAR, Nanjing, Shanghai, Shenzhen and Tianjin. Raffles China Healthcare's network of tertiary hospitals includes Raffles Hospital Chongqing, Singapore's first private tertiary hospital in China, and the upcoming Raffles Hospital Shanghai, which Raffles China Healthcare expects to open in 2021, as well as the Class 1 Raffles Hospital Beijing, bringing the Raffles brand of quality, peer-reviewed healthcare to more patients in China. Raffles China Healthcare has been in operation in Hong Kong SAR since 1995 with multiple medical centres across Hong Kong SAR as well as the Hong Kong International Airport where it is the only exclusive medical provider for the airport.

## **ABOUT RAFFLES HEALTH INSURANCE**

Raffles Health Insurance (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, 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.

# OUR REGIONAL FOOTPRINT



-  Upcoming Raffles Hospital
-  Tertiary Hospitals
-  Representative & Liaison Offices
-  Upcoming Class 1 Hospital
-  International Medical Centres

## BRINGING OUR TRUSTED BRAND TO MORE PEOPLE IN ASIA

From primary care at our network of Raffles Medical clinics to specialist and tertiary care at Raffles Hospital, we pride ourselves on offering a seamless continuum of care to all our patients.

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

- Headquartered in Singapore
- Operations in China, Hong Kong SAR, Japan, Vietnam and Cambodia
- Serving patients from over 14 cities, predominantly in Asia

## 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

**OUR VISION:** Your Trusted Partner for Health

## FACT SHEET (102-7, 102-8)



More than  
**2,700** Employees



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



Close to **430**  
Multi-specialty Physicians



More than **100**  
Multi-disciplinary Clinics

## YOUR TRUSTED PARTNER FOR HEALTH



**14 Cities** in Five Countries



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



**7,000** Corporate Clients  
and Counting



Over **30** Disciplines

## OUR CORE VALUES (102-16):

At RMG, we strive to ensure sustainable growth across our operations that is in line with our core values.

- **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.

## STATEMENT FROM EXECUTIVE CHAIRMAN (102-14)

As an organisation, creating long-term shared value for our stakeholders through sustainable excellence has always been a priority for us. I am pleased to share Raffles Medical Group's key initiatives in 2020, that advance our sustainable excellence agenda. We are on track to achieving this goal through our efforts in 2020, despite it being an extraordinarily challenging year.

In 2020, the Group continued to drive sustainability efforts within the organisation across four strategic areas of Customers, Employees, Environment and the Community. As we remained focused on building a patient-centric, energy efficient and safe environment, much of our efforts in 2020 were invested in what mattered most during the COVID-19 pandemic year – providing support for our employees, patients and community in the face of unprecedented challenges.

As Raffles Medical Group builds and deepens our presence in Asia, with the support of our board of directors and senior management, we look forward to building an organisation where sustainable excellence is embedded deeply in the organisation. I hope that this report will bring new insights to our journey towards sustainable excellence, contributing to the communities we operate in and delivering on our promise to patients as their Trusted Partner for Health.



### SUPPORTING OUR CUSTOMERS

Patient-centricity is at the heart of what it means to be a Trusted Partner for Health. Amidst the different challenges brought about by the COVID-19 pandemic, the Group has upheld and continued to strengthen service standards and patient care, while simultaneously being heavily involved in Singapore's national fight against COVID-19.

We leaned on the strength of our Group Practice Model and flexible workforce to address manpower requirements for COVID-19 projects while serving our regular patients concurrently, ensuring quality care was always available to all our patients.

We enhanced our engagement with our patients through strategic innovation and technology, introducing the first app-based booking of the COVID-19 Polymerase Chain Reaction (PCR) test. Available via the Raffles Connect app, this allows patients to book an appointment for a PCR test at any of the 36 clinics island-wide, pay and receive results of their COVID-19 PCR test seamlessly via the app. This ensured patients had the ability to safely and conveniently book a COVID-19 PCR test whether for travel or as voluntary testing was available in Singapore. Looking at our inpatient care, we introduced the Early Assessment Team (EAT) to improve patient outcomes via early interventions during clinical deterioration, preventing unscheduled admissions to the Intensive Care Unit (ICU). Extending our commitment and care to our patients, our nurses have also introduced a post-discharge follow-up phone call, following a successful pilot in 2019.

Outside of Singapore, the Group remains focused on delivering the Raffles quality brand of healthcare to our overseas patients. Following in the footsteps of Raffles Hospital Chongqing, we continue to improve our offerings for patients in China, with Raffles Hospital Beijing offering 24 hours emergency and inpatient care with upgraded diagnostic capabilities. We are on track to open our third hospital in Shanghai later this year.

### SUPPORTING OUR EMPLOYEES

Our 2,700 strong workforce forms the bedrock of our organisation. It is imperative that we create a safe and conducive environment for continued learning, growth and professional development.

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

In the past year we continued to offer RMG sponsorships as we have in the past eight years, to build and maintain a healthy pipeline of future talents, nurturing the next generation of healthcare professionals and leaders. In 2020, a total of 11 employees received RMG sponsorships for diploma and tertiary level qualifications.

In view of the COVID-19 situation and prevailing safe distancing measures, we invested in virtual webinars, conferences and e-workshops throughout the year to provide training and upgrading for our employees. This demonstrated our commitment to building the capabilities of our staff and providing them with the right tools and skillsets to support our patients.

Another highlight for the Group is the achievement of Raffles Hospital as the first private hospital in Singapore to be accredited as a provider of Nursing Continuing Professional Development by the American Nurses Credentialing Centre (ANCC). This underscores our capability as an institution to provide and deliver evidence-based professional nursing education that adheres to global standards for existing and future nursing talent.

### **PRESERVING THE ENVIRONMENT**

As an organisation with a regional footprint, minimising wastage and reducing environmental footprint and energy costs across our local and international hospitals and medical centres are key priorities for us. We continue to see steady improvements year-on-year in our efforts to protect and preserve our environments in the communities we operate in.

As part of our efforts to reduce our environmental footprint, the Raffles Hospital invested in a food waste digester to reduce food waste disposal at our premises. To add to this, the Raffles Specialist Centre in Singapore was officially verified as a Platinum Green Mark building by the Building and Construction Authority (BCA) in December 2020, a recognition of our commitment towards environmental sustainability.

To work towards our target of reducing the electricity consumption index in the next three years, the Group will be implementing Internet of Things (IoT) sensors in critical systems that consume high energy in 2021.

### **SUPPORTING OUR COMMUNITY**

Through a series of volunteer and outreach programmes and community investments, we remain dedicated to giving back to the communities we operate in, especially in light of the challenges brought about by the pandemic.

The Asian Medical Foundation (AMF), the corporate philanthropic arm of the Group, undertook several initiatives to support groups who were adversely impacted by the COVID-19 pandemic. This included the AMF Silver Care Fund which raised S\$5 million to help needy and vulnerable Singaporean seniors through the disbursement of AMF Eldercare vouchers to 30,000 needy elderly as well as sponsoring the SingHealth telehealth pilot project to provide accessible, safe and better care for seniors staying in the East of Singapore.

As a testament to our commitment to building a pipeline of future talent for the healthcare sector, the Group continues to provide clinical training and internships to students from various post-secondary education institutions covering a wide range of disciplines in healthcare from nursing, pharmacy, business management, accounting and information technology.

### **LOOKING AHEAD**

In 2021 the Group celebrates the 45th year since its inception. It would not be possible for the Group to sustain 45 years of growth without sustainable excellence at the core of our organisation. We recognise that as we continue to expand and grow, sustainable excellence is critical in guiding this growth and will further cement our commitment as the Trusted Partner of Health for all.

## THE SUSTAINABILITY JOURNEY (102-49)



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

The Group’s sustainability programme is developed and directed by senior management in consultation with the Board of Directors.

The Committee comprises senior management and representatives from various departments. It oversees the development and implementation of our organisation-wide sustainability strategy. Its responsibilities include reviewing, assessing and determining the sustainability context, material topics, scope, boundary, and prioritisation of issues to be included in the report.

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

At RMG, we believe that continued value creation is essential for sustainable growth. As we continue to expand our footprint, we are committed to ensuring that RMG’s medical facilities and network of healthcare workers across the globe adopt environmentally, economically and socially sustainable practices to deliver value to our stakeholders and safeguard their future.

### CUSTOMERS



We are committed to providing quality healthcare to our customers and strive to be their trusted partner for health.

### EMPLOYEES



We seek to be an employer of choice with sustainable HR practices for the wellbeing and development of our employees.

### ENVIRONMENT



We do our part to manage energy, water and waste responsibly for a greener environment.

### MARKETPLACE



We are committed to best practices in governance and contribute in a meaningful way to provide critical healthcare services needed in the communities we operate in.

## STAKEHOLDERS MAP (102-40, 102-42, 102-43)



### DIRECT INTERNAL

- Employees
- Board of Directors
- Shareholders



### DIRECT EXTERNAL

- Patients / Customers
- Corporate Clients
- Tenants
- Suppliers / Vendors / Landlords



### INDIRECT EXTERNAL

- Government
- Authorities
- VVOs
- Local Communities
- Media



### INDIRECT INTERNAL

- Contractors



## CHANNELS & TOUCHPOINTS (102-21)

The Group engages the four pillars by reaching out to relevant stakeholders as follows.

STAKEHOLDERS	CHANNELS & TOUCHPOINTS
<b>CORPORATE CLIENTS</b>	<p>We engage our 7,000 corporate clients through a variety of platforms and touchpoints to ensure they remain updated on the latest trends and developments in the healthcare industry. Some of these initiatives include:</p> <ul style="list-style-type: none"> <li>• Weekly health advisory content from Raffles experts.</li> <li>• Quarterly in-house digital Raffles Healthnews publication.</li> <li>• Monthly health e-newsletters on health trends and tips.</li> <li>• Regular client meetings for HR leaders and senior management.</li> <li>• Client hospitality and networking events, where permitted.</li> <li>• Scheduled meetings on data analytics.</li> <li>• Health talks and webinars.</li> <li>• Customised corporate events on employee wellness.</li> <li>• Raffles Connect mobile application.</li> <li>• Regular feedback through surveys.</li> </ul>
<b>EMPLOYEES</b>	<p>The welfare and wellbeing of our 2,700 strong workforce is at the heart of all we do for our employees. Our staff are constantly engaged and updated through a plethora of initiatives and some key internal platforms, that include:</p> <ul style="list-style-type: none"> <li>• Monthly e-newsletters to overseas and local markets with the latest highlights and news of the month.</li> <li>• Raffles Recreation Club (REC Club) monthly e-newsletters that highlight staff perks and benefits through our partner network.</li> <li>• Raffles Intranet which provides a platform for staff to be updated with company guidelines, news and key HR information.</li> <li>• Internal events such as Nurses Day, sports day, annual staff meetings, physician summits, annual management meetings, New Year gathering and department quarterly social outings.</li> <li>• E-newsletters, emails, intranet, one-to-one performance appraisals (mid-year and year-end), staff meetings, conferences and employee satisfaction surveys.</li> <li>• REC Club initiated activities that include subsidised sports, healthy lifestyle initiatives, family-oriented art and culture internal events.</li> <li>• Webinars, virtual conferences and over 200 online courses on various topics.</li> </ul>
<b>GOVERNMENT &amp; REGULATORS</b>	<p>Periodic reports of various performance and clinical indicators, quarterly and half yearly updates with the ministries and/or regulatory bodies.</p>
<b>SUPPLIERS &amp; CONTRACTORS</b>	<p>Tenders, request for quotations and request for proposals, tender interviews, site visits, regular meetings, and email correspondences.</p>
<b>SHAREHOLDERS</b>	<p>Annual General Meeting, half-yearly briefing sessions, conferences, small group and in-house meetings, emails and phone calls, corporate website and SGX updates.</p>
<b>MEDIA</b>	<p>Face-to-face meetings, emails, phone calls, media queries, media releases, media briefings and media events.</p>
<b>LOCAL COMMUNITIES</b>	<p>Corporate website, social media, webinars, seminars, partnership activities, and our integrated Raffles Connect.</p>
<b>VOLUNTARY WELFARE ORGANISATIONS</b>	<p>Regular discussions with Voluntary Welfare Organisations (<b>VWOs</b>) including the Asian Medical Foundation (<b>AMF</b>) to identify support needs, regular engagement with VWOs through employee volunteer initiatives.</p>

## KEY SUSTAINABILITY TOPICS (102-12, 102-15, 102-29, 102-31, 102-34, 102-44, 102-46, 102-47)

We are committed to providing quality healthcare to our customers and strive to be their trusted partner for health.

CUSTOMERS				
Strategic Area	Value Created	Challenges	Key Indicators	Targets
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 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 Singapore Personal Data Protection Act (PDPA)	100% compliance rate
Customer Experience	Customer satisfaction	Patient expectations	Annual Customer Satisfaction Index of Singapore	Annual improvement
EMPLOYEES				
Strategic Area	Value Created	Challenges	Key Indicators	Targets
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

## ENVIRONMENT

Strategic Area	Value Created	Challenges	Key Indicators	Targets
Energy	Reduced energy cost	Creating employee awareness	Green mark building audit and compliance	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

Strategic Area	Value Created	Challenges	Key Indicators	Targets
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

## 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>

**Importance to Stakeholders**



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

## 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)

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.



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

Customers



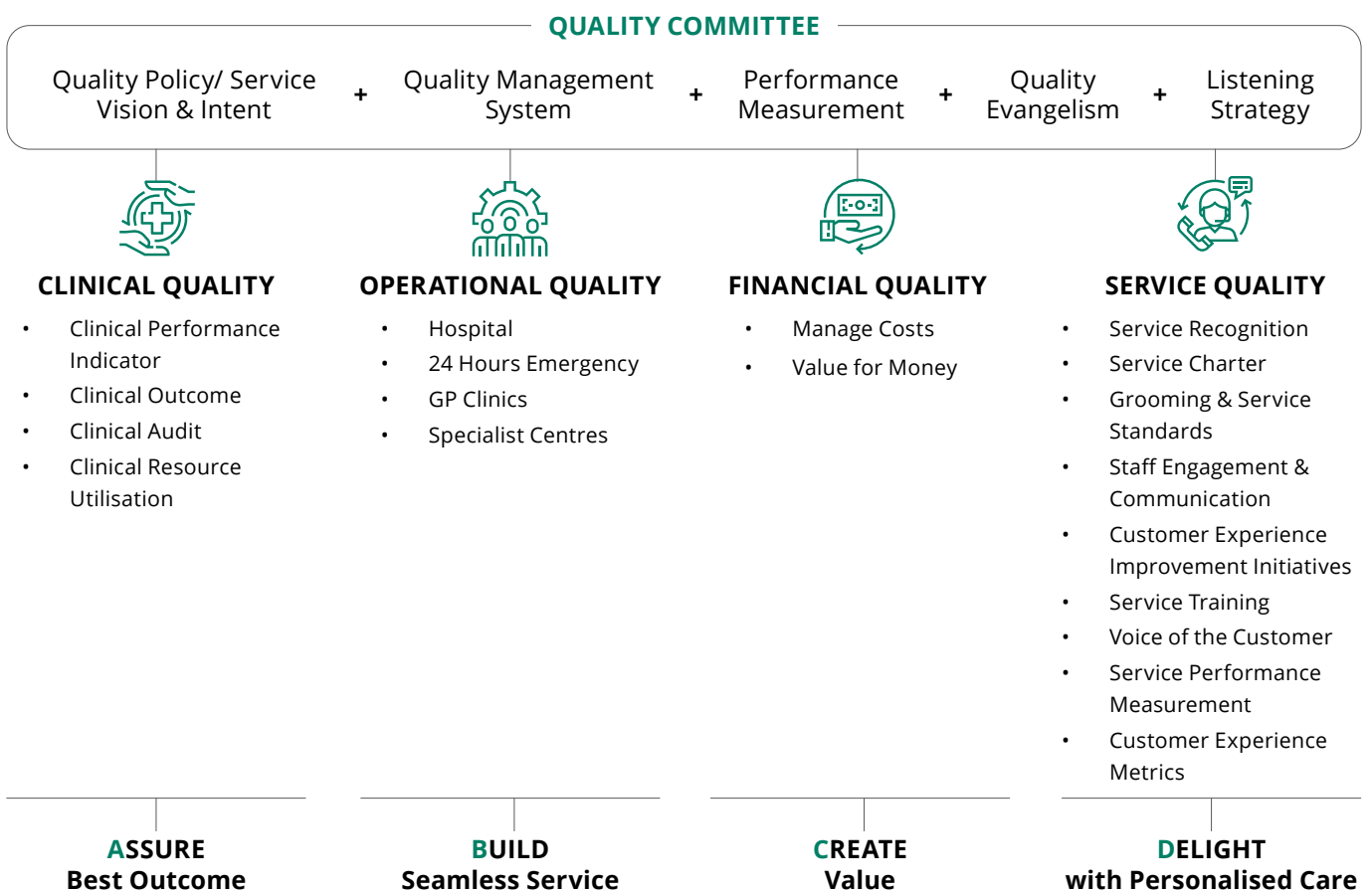
## Our Approach

Our customers are at the heart of what we do. We forge long-lasting relationships with our patients and customers. We do this by consistently delivering quality and reliable healthcare services and solutions that meets and exceeds their expectations. Frequent engagements and multiple feedback channels ensure we stay relevant to their needs.

## Delivering High-Quality and Holistic Care

### CUSTOMER HEALTH & SAFETY (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 deliver on our promise to be your trusted partner for health. As we continue to grow our footprint in the region, we are committed to bringing more value to our customers through quality healthcare services. We 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 of doctors (Hospital Physicians) and nurses equipped with ICU training, who are able to promptly identify patients whose conditions are deteriorating and provide them with undivided care and attention at the most crucial time. 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. From Q1 2020 to Q4 2020, a total of 65 ICU cases were transferred to the general ward. Out of these cases, only three (4.6%) were reported as an 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

Following a successful pilot in year 2019, we launched the post-discharge follow-up phone call initiative to cover all inpatients in the year 2020. This initiative is part of our ongoing efforts to provide holistic care for our patients to check in on our patient's overall well-being within three to four days of discharge, through a phone call. The phone call allows us to identify issues early and provide timely intervention and assistance as required.

Through this initiative, we hope to achieve:

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

### RAFFLES NURSING TIMES NEWSLETTER

Raffles Hospital launched our inaugural Nursing Times e-newsletter in June 2020, as an initiative under the global Nightingale Challenge. The Nursing Times e-newsletter 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.



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

**CUSTOMER SERVICE EXCELLENCE**

Through the year, we have actively implemented various service improvement initiatives to equip our staff with the relevant skills and tools to serve our patients and customers, achieving better client satisfaction and outcomes. We have successfully attained a top three ranking as a private hospital under the 2019 Customer Satisfaction Index of Singapore (CSISG). Our scores for the CSISG has continued to improve year-on-year, a testament to our commitment to service excellence, bringing value to our customers.

In 2020, led by our Customer Experience Management (CEM) team, we started a series of service campaigns and initiatives as part of introducing a revamped Service Excellence Framework to our staff.

The revamped Service Excellence Framework lays out a four-pronged “**GEAR**” approach, aimed at **G**uiding, **E**mpowering, **A**dvancing and **R**ecognising all our staff to become outstanding service ambassadors for RMG.

Under each of these four pillars, the CEM team developed a suite of new materials and updated existing materials with a primary focus on empowering and equipping staff with relevant service excellence skills and knowledge.

As part of **GEAR**, the inaugural **Service Excellence Staff Handbook** was introduced to all employees. This handbook outlines new service standards and guiding principles for every employee.

**G**  
GUIDE  
Guiding Our Staff



Service Standards with an IMPACT!



Service Excellence Staff Handbook

**E**  
EMPOWER  
Enabling Our Staff

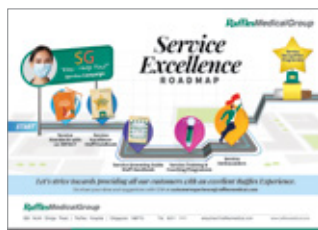


Service Tools

Grooming Guide Staff Handbook



**A**  
ADVANCE  
Developing Our Staff



Service Excellence Training Roadmap



Service Excellence Workshops and Coaching Sessions

**R**  
RECOGNIZE  
Rewarding Our Staff



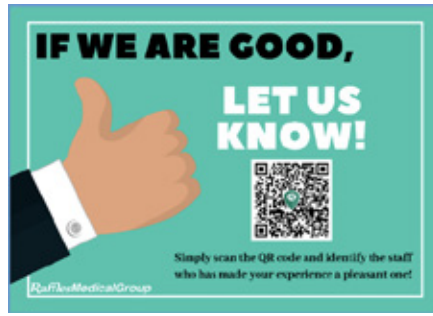
Service Recognition Programme

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

Other service improvement initiatives were also rolled out to enhance patient experience and engagement such as:



**“SG, May I Help You?”** service campaign to remind staff to serve with an impact – Smile, Greet and Assist.



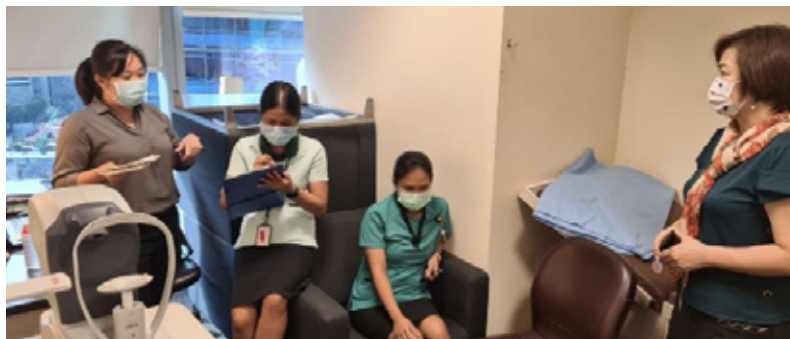
**“Compliment Us!”** staff recognition campaign to encourage patients to submit compliments for our excellent staff.

**Service Roll Call** sessions continue to be carried out in 2020, as led by the Group’s Senior Management to emphasise service excellence, and acknowledge employees across all respective business units who have received compliments from patients for providing good service.

CEM also kick-started the **Service Engagement Round** programme, introduced to help our employees to be more service-oriented, inculcate the importance of empathy and enhance employees’ communication skills.



Service Roll Call by Senior Management with staff from (left) Business Centre and (right) Heart Centre.



Service Engagement Round with CEM and staff from RM@MBFC.

**EMERGENCY CARE COLLABORATION**

Raffles Hospital is the first and only private hospital in Singapore to take in subsidised care patients brought in by SCDF ambulances through the Emergency Care Collaboration (ECC) scheme with the Ministry of Health (MOH). Since June 2015, the hospital has attended to and treated many patients who pay subsidised rates. In this way, RMG supports the public healthcare system by sharing patient loads with the public hospitals, contributing to the national effort to ensure every individual in Singapore receives care in a timely manner.

Recognising the successful collaboration, MOH signed a five-year extension with Raffles Hospital in June 2017.

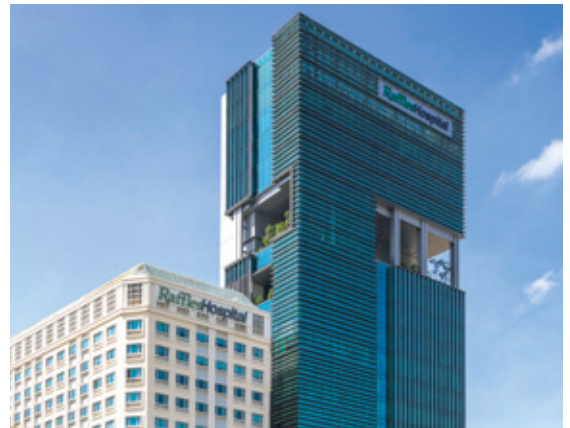
Raffles Hospital also collaborated with Khoo Teck Puat Hospital, Tan Tock Seng Hospital, Changi General Hospital and Ng Teng Fong General Hospital for transfer cases as part of the ECC, to help ease inpatient caseloads in these public hospitals.

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

## TRAUMA ACCREDITED HOSPITAL

Raffles Hospital 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.

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



## ENSURING QUALITY OUTCOMES

To help us better plan for and deliver quality patient care, Raffles Hospital conducted a survey on our Patient Safety Culture referencing the renowned Agency for Healthcare Research Quality (AHRQ) survey methodology.

The survey measured 12 dimensions of patient safety culture, with approximately three in five respondents who agree that the Hospital Management prioritises an environment that promotes patient safety.

RMG closely monitors patient safety indicators to gain insights and understanding of issues. Aligned to MOH licensing and accreditation standards, Raffles Hospital measures clinical performance on these key themes:

- Unscheduled readmission
- Hospital acquired infections
- Falls
- Medication related events
- Surgery related events
- Clinical outcome by speciality

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

## QUALITY PROMOTION PLATFORMS

### Clinical

- Annual Infection Control cum Quality Day
- Annual World Hand Hygiene Day
- Infection control liaison coordinators
- Basic / Advance Infection Control Courses
- Advance Personal Protective Equipment (PPE) Course
- E-learning Courses

### Operations / Services

- Training in workplace safety and Quality Tools
- Service quality
- Inter-departmental sharing of projects and highlights

Raffles Hospital also subscribes to MOH clinical surveillance and reporting to promote transparent public reporting.

## ACCESS TO PATIENT EDUCATION MATERIALS & HEALTH ADVISORIES

The Group creates and shares publicly on various platforms, patient education information that can be beneficial to patients and members of the public. These platforms include the corporate website, social media channels including Facebook, Instagram and YouTube, electronic direct mailers and printed brochures and materials. Patients are provided with relevant patient education information when required or requested.

## Delivering Enhanced Value

### CLINICAL ADVANCEMENTS

During the peak of the pandemic in early 2020, Raffles Hospital started outfitting and ramping up our COVID-19 Polymerase Chain Reaction (PCR) Molecular Laboratory to support national efforts to expand testing services. This enabled us to provide timely, reliable testing to the nation and industry partners.

In line with Safe Management Measures, we also supported the tourism and events sectors by providing pre-departure and pre-event swabbing services, when called upon.

In another area of clinical advancement, Raffles Hospital launched its radiation oncology service in 2020, despite the challenges posed by the ongoing pandemic. Acknowledging the existing needs of our cancer patients, introducing the radiation oncology service provides them with more treatment choices in their fight against cancer.

### CLINICAL RESEARCH & DEVELOPMENT

Raffles Hospital is involved in several clinical trials, which enable our local and overseas patients to access novel therapies and diagnostics. Raffles 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

Following the successful launch of Raffles Connect in 2019, the app was further enhanced to offer new healthcare services to improve patient experience and minimise crowds amid the pandemic.

These enhancements include:

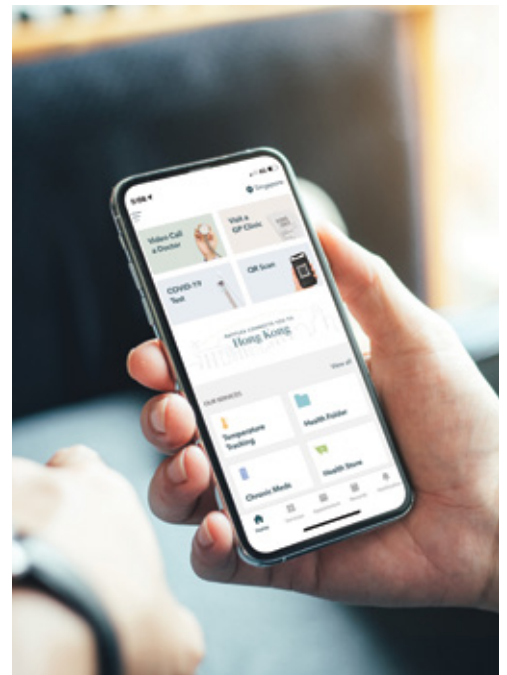
- Teleconsultation service
- eQueue registration number ahead of clinic visits
- App-based booking of PCR test at more than 30 Raffles Medical clinics island wide

By enabling the pre-booking of appointments on the app, the eQueue registration function as well as provision of teleconsultation services, we were able to support better crowd management and a friction-free patient experience, bringing added convenience for our patients.

In addition to the digitisation of receipts, medical certificates as well as PCR test results ensured that key information was made accessible for users of Raffles Connect. This initiative has brought about significant increase in app downloads.

As part of existing guidelines for visitors to the hospital by MOH, all visitors are required to fill out a health declaration form by MOH ahead of entering the premises. We acted quickly to integrate this form into the Raffles Connect app, reducing the number of questions requiring manual input by more than half through the auto-fill function. This ensured frequent visitors could complete this form seamlessly and quickly, helping to reduce the crowd at the entrance of the hospital daily.

As part of ongoing efforts to enhance patient experience through digitalisation, RMG also invested resources on the Group's website revamp in the year 2020, with the goal of easing the process of locating the Group's general practice and specialist clinics, accessing relevant medical information and services, booking appointments, and making enquiries, for users.



## DIGITALISING HEALTHCARE SYSTEMS & SERVICES

The Group invests substantially in IT systems, including electronic medical records, to provide safe and efficient medical care for our patients, while contributing to the national and global sustainability agenda. Some of the IT initiatives we have implemented are as follows:

- **Airport Border screening e-Roster system** – Implemented in April 2020, the e-Roster system deploys resources across multiple swab stations efficiently during the COVID-19 outbreak. Healthcare assistants (HCA) could easily scan a QR code to check in and out of their working timeslots, which allowed for easy recording to manage remuneration and manpower.

To enhance efficiency at the Airport Border screening operations, we tapped on technology to automate processes. This included automated compilation of reports to be sent to government agencies, the use of dashboards to track report delivery timings, as well as sending arrival passengers their swab test results seamlessly via email.

- **National Electronic Health Record (NEHR) Lab submission collaboration** – Raffles Lab 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 in the first seven months of 2020 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.
- **Raffles Hospital Chongqing (RHCQ)** – RHCQ was accepted as a designated hospital under Chongqing's social health insurance programme, Yibao, making us one of the few international hospitals admitted into this national programme. Yibao, which officially went "live" on 10 February 2020, allows local patients to be reimbursed for their medical expenditure or to co-pay their medical bills; as well as to seek medical treatment in RHCQ. Notably, this partnership has allowed the RHCQ Hospital Information System (HIS) to access both local Chongqing Yibao and cross province Yibao patients' data to help us instantly verify the accuracy of information, ensure correct billing processing, and collect payments conveniently. Yibao users will simply need to scan a physical or digital Yibao card to make payment seamlessly or make payments via WeChat or Alipay.
- **Raffles Hospital Beijing** – Despite the COVID-19 outbreak in 2020, Raffles Hospital Beijing continued to make progress in implementing relevant IT systems to improve operational efficiency. These include the Hospital Information System (HIS), Electronic Medical Records (EMR), Hospital Resource Planning (Human Resource, Material Management and Finance), Radiology and Laboratory systems. All these systems are interfaced together, providing real time data and medical information for clinicians and staff, thereby improving healthcare standards and productivity.

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

All Raffles Medical and Raffles Dental clinics 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 less privileged in the community. Singapore Citizens from lower-to middle-income households, Merdeka Generation, and all Pioneers, receive subsidies for their healthcare needs. 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 chronic conditions outpatient treatments covered under CHAS and also enjoy CHAS subsidies for treatment.

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

## Delivering Best Outcomes

Raffles Hospital aligns itself to MOH licensing and accreditation regulation requirements and its standards. A two-yearly renewal requirement, Raffles Hospital assures continued subscription to the licensing and accreditation regulation and its standards, which is rigorous and demands better care and patient safety to be paramount.

In addition, Raffles Hospital adopts 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 RMG'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
- Transplant 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.

### 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 Raffles Hospital 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 Raffles Hospital. 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.



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





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

**Employees**

## Our Approach

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

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



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

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

## Talent Development & Retention (404-2)

### HIRING, RECRUITMENT AND RETENTION

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

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

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

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



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

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



## **TRAINING, LEARNING AND DEVELOPMENT**

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

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

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

## **DIGITISING TRAINING OFFERING**

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

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## AMERICAN NURSES CREDENTIALING CENTRE (ANCC) ACCREDITATION

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

For more information on ANCC Accreditation Program, please visit:

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



## SUPPORTING MOH-LED COVID-19 PROJECTS

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

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

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

### TOTAL WORKPLACE SAFETY & HEALTH (WSH)

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

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

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

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

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

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

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

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

### **ANNUAL REVIEW OF RISK ASSESSMENTS**

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

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



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

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## Strengthening the RMG Culture

### FAIR EMPLOYMENT PRACTICES

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

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

### DIVERSITY



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

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

### CONDUCTIVE WORKING ENVIRONMENT

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

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

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

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

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

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



Employee benefits include:

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

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

**PARENTAL LEAVE (401-3)**

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



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# Environment

## Our Approach

Climate change affects everyone and it is critical for organisations to adopt increasingly environmentally friendly ways of operating.

At RMG, 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 efficiency 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 has invested in a food waste digester to reduce food waste disposal.

With the food waste digester, food wastes are converted into grey water which is discharged into the general public sewer and can be recycled. This reduces food waste disposal by approximately 3-ton per month. The food waste digester will be commissioned in Q2 of 2021 and all tenants within the hospital are encouraged to be part of the initiative.

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## **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) in 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**

Our total electrical energy consumption index has increased slightly in 2020 mainly due to the increase in consumption by our China Hospital, Raffles Hospital Chongqing as they open up more completed floors for patients. To work towards our target of reducing the electricity consumption index in the next three years, the Group will be implementing IoT sensors in critical systems that consume high energy in 2021. We are in the process of finalising the details of the projects specifically for Raffles Hospital and Raffles Holland V Mall with our partners and also on the cost of investments.

## **Recycling**

### **WASTE MINIMISATION AND RECYCLING**

Our general waste consumption index has continued to drop in 2020 to 0.009 ton/GFA. Recycling effort has paid off and the amount of paper recycled has reached our target of 50 tonnes a year.

We are setting new targets to recycle more plastic, metal and food waste in 2021. We started a pilot in Raffles Holland V Mall to recycle plastic (0.2 ton) and metal (0.3 ton) in 2020 and will be rolling this out at Raffles Hospital.

Biohazard waste has, however, increased in 2020 mainly due to the pandemic situation and our contribution to national efforts in swabbing and operating community care facilities had resulted in higher consumption of PPE.

## **Water Conservation (303-3)**

### **IMPROVED WATER EFFICIENCY & AWARENESS**

Our water consumption index continue to drop in 2020 as compared to 2019. We will continue to step up checks in all water fittings and target to complete one water recycling project in 2021.

We are currently in talks with the Public Utilities Board (PUB) to explore the possibility of recycling our air handling unit (AHU) condensate in an effort to reduce water consumption.

### **GREEN PRODUCTS**

The Group is working with partners to provide only Green labelled products for use in Raffles Hospital and Raffles Specialist Centre. Since 2020, Raffles Hospital and Raffles Specialist Centre have been using environmental friendly cleaning agents, disinfectant chemicals and toiletries products with Green seal.





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

# Marketplace

## Our Approach

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

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

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

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



## Our Community (413-1)

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

### **VOLUNTEERISM**

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

### **IFTAR MEAL DISTRIBUTION**

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

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

## METTA SCHOOL – SOCIAL COMPETENCE LEARNING PROGRAMME

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

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

## COMMUNITY INVESTMENTS

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

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

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



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

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

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



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



## **OUTREACH**

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

### **Enhanced Screen for Life (SFL)**

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

### **Primary Care Network (PCN)**

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

### **Health Supplements**

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

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

## **BURSARIES, SCHOLARSHIPS AND SPONSORSHIPS**

### **Scholarship and Sponsorship**

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

### **Bursary Award**

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

### **Clinical Training and Internships**

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

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

### **PRECAUTIONARY PRINCIPLE OR APPROACH (102-11)**

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

### **MEMBERSHIP OF ASSOCIATIONS (102-13)**

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

#### **Japan**

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

#### **People's Republic of China**

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

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

### **Singapore**

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

### **Vietnam**

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

## Our Suppliers & Contractors

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

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

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

### **SUPPLY CHAIN (102-9, 102-10)**

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

### **ETHICS AND ETHICAL TRADING (102-17)**

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

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

### **PROCUREMENT PRACTICES (414-1)**

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

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

### **JOB CREATION**

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

## Corporate Governance

### **CUSTOMER PRIVACY (418-1)**

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

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

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

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

### **COMPLIANCE (419-1)**

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

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

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

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

### **SOCIOECONOMIC COMPLIANCE (419-1)**

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

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

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

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

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

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

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

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

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

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

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

### **WHISTLEBLOWING**

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

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

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

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

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