

**RafflesMedicalGroup**

Your Trusted Partner for Health

*Caring Today*

for a

**Better Tomorrow**

SUSTAINABILITY REPORT 2017



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# SUSTAINABILITY REPORT FOR RAFFLES MEDICAL GROUP (102-1)

## **Business Line** (102-2, 102-45)

Raffles Medical Group (RMG) is a leading integrated private healthcare provider in the region, providing comprehensive services from primary to tertiary care. It is also the first in Asia to join the Mayo Clinic Care Network.

Raffles Medical clinics form one of the largest networks of private family medicine and health screening centres in Singapore.

Raffles Hospital, the flagship of RMG, is a private tertiary hospital located in the heart of Singapore offering a wide range of specialist medical and diagnostic services for both inpatients and outpatients. Representing more than 30 disciplines, our team of specialists constitutes a group practice combining sub-specialty expertise and teamwork to ensure optimal, affordable and high quality care for our patients. The Group also has representative offices and patient liaison offices in Indonesia, Vietnam, Cambodia, Brunei, Bangladesh and the Russian Far East, as well as associates throughout the Asia-Pacific region.

Raffles Medical International operates medical facilities beyond Singapore in 12 cities across China, Japan, Vietnam and Cambodia.

Raffles Dental is a team-based multi-specialty dental group in Singapore and China.

Raffles Health Insurance provides healthcare insurance solutions to corporate and individual clients. It is supported by RMG's network of clinics and Raffles Hospital.

For more information, please refer to our website at [www.rafflesmedicalgroup.com](http://www.rafflesmedicalgroup.com).

## **Ownership and legal form** (102-5)

RMG (SGX : BSL) is a Public Company Listed on the Mainboard of the Singapore Exchange and Securities Trading Limited.



## Board Statement

The Board believes that this report provides a reasonable and transparent presentation of the Company's strategy and of its environmental, social and governance (ESG) performance. The report is Raffles Medical Group's inaugural Sustainability Report and recounts the Group's activities for the year 2017. The report has been prepared in conformance with the Global Reporting Initiative (GRI) Standards: Core option, the latest set of standards issued by the GRI Global Sustainability Standards Board (GSSB). Please refer to the GRI Disclosure Index.



## About This Report (102-46, 102-49, 102-50, 102-51, 102-52)

The report covers the ESG performance of all business divisions and subsidiaries under RMG. Information presented in the report is extracted from primary internal records and documents to ensure accuracy using internationally accepted measurement units.

We begin the reporting cycle with a review of the material aspects and their boundaries. Priority issues are given extra attention and reflect business environment changes, stakeholder's feedback and sustainability trends.



## Reporting Process (102-48, 102-53, 102-54)

The Board has assigned the responsibility for monitoring and overseeing the Company's sustainability efforts to the Sustainability Committee. The Committee comprises senior executives from major functions 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 our website [www.rafflesmedicalgroup.com](http://www.rafflesmedicalgroup.com). We print a small number of this report to reduce the environmental impact.

**Feedback:** As this is our inaugural report, we welcome your feedback. You may send your feedback, questions, comments, or suggestions to [enquiries@rafflesmedical.com](mailto:enquiries@rafflesmedical.com).

**Restatement:** This report does not include any restatement of previously published data.

### 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 100 countries, predominantly in Asia



### Medical Facilities

- **Singapore** • **China:** Beijing, 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, Semarang, Solo, Surabaya • **Myanmar:** Yangon
- **Vietnam:** Hanoi, Ho Chi Minh City

Fact Sheet (102-16, 102-7, 102-8)

**Our Vision**

Your Trusted Partner for Health

**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**

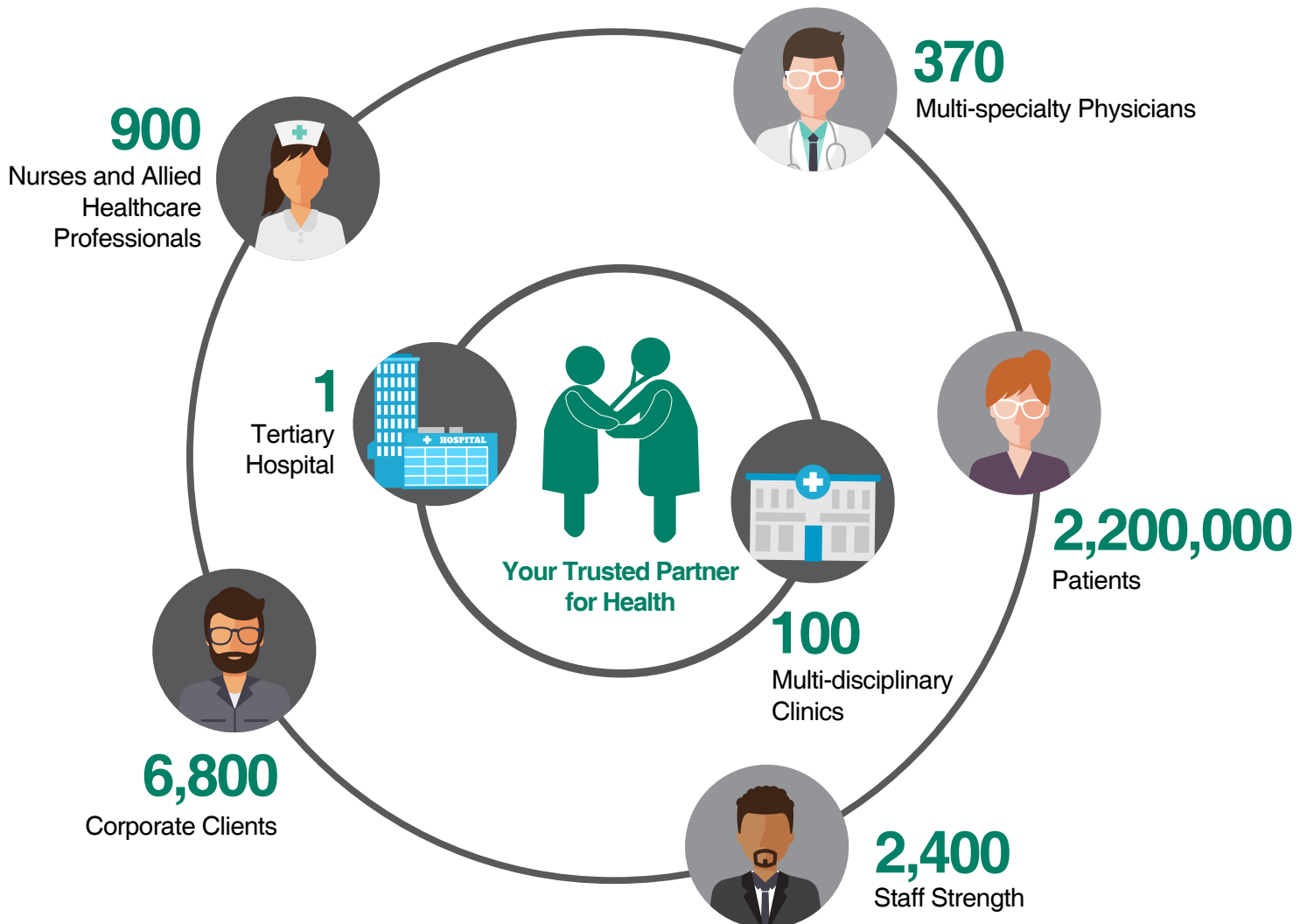
We will continually seek advancement and innovation to achieve better healthcare.

**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)

It is my pleasure to issue the inaugural sustainability report for Raffles Medical Group (RMG or the Group), which chronicles our journey towards sustainability and showcase our commitment to build a sustainable business.

Singapore is a small country with only 5.5 million citizens and residents. The public healthcare sector is well resourced and well financed, providing 80% of inpatient care and 20% of outpatient care. Much of this is substantially subsidised. This is great welfare for our citizens, especially those less able to afford private care.

RMG, as a key healthcare player in the private sector, has been providing quality healthcare since 1976. And key to our business is ensuring we practice the right way by hiring the right people, using the right resources and making use of our profits the right way to build a sustainable business. The Board of Directors together with the Senior Management provides the strategic direction as well as discipline for the Group. Our staff are expected to keep strict, professional, financial and execution disciplines in order for the business to grow smoothly and purposefully. As we expand into the region, these core disciplines will direct our footsteps to build a sustainable healthcare business.

### CLINICAL

As a healthcare organisation, clinical excellence is one of our pillars of success. The Raffles institutional group practice is a hallmark of our care model.

As a medical practice, RMG is unique in Singapore as the largest private healthcare group that is centred on a philosophy of institutional group practice, well established in renowned medical centres such as the Mayo Clinic. This model affords a structure of clinical governance and a staff of medical doctors and specialists working as a team and sharing a common commitment to the highest quality of medical practice through service, teaching and research. As a group practice, physicians in RMG subscribe to clinical audit and peer review, adhere to a professional fee

schedule, and adopt a team-based approach to integrated care. Patients with complicated or multiple diagnoses are able to benefit from coordinated and seamless care, drawing on professional skills and capabilities across a number of clinical disciplines available under one umbrella. In line with this heritage, RMG became the first Asian member of the Mayo Clinic Care Network in 2016.

We have a strong clinical framework to guide our care to ensure it is of the highest quality. The RMG Quality Framework is coordinated by the Quality Committee. The Committee provides oversight and monitor key clinical indicators to ensure best practices and quality of care.

### STAFF

In 2017, staff cost represent about 52% of our revenue, making human resource the most valuable resource in RMG. We proactively invest in the development and training of our people through the development of the Raffles Healthcare Institute to organise training programmes across various categories including medical, dental, nursing, allied health and healthcare management.

Recruitment and retention is challenging especially for nursing and allied health positions. To manage that, we have a formalised, structured selection process to ensure the right staff with the right values and competencies is recruited. We also offer a flexible benefits package. As we expand overseas, we are working towards harmonising our human resources policies to facilitate greater mobility of staff across different businesses and geographies.

Workplace safety is important to us and we seek to keep our staff safe in the course of caring for our patients. As a BizSAFE Level 3 company, we conduct regular training on workplace safety and health. We also work with the ministries and government agencies, industry partners, unions and other professional associations to raise Workplace Safety and Health Council (WSH) standards in Singapore.

As a healthcare organisation, the quality of care and service for our patients is core to what we do. Our group practice model, with its peer-review system, coupled with the external audits by Joint Commission International, Mayo Clinic, and the Ministry of Health Singapore, ensure that we maintain high quality standards as we strive to provide the best care and medical outcomes for our patients.

Our core values, Compassion, Commitment, Excellence, Team-based care and Value, will continue to attract like-minded healthcare professionals who put patients' care as their top priority.

## SOCIAL

We are expanding locally to meet the growing needs of our patients through more clinics, more services. We are also extending our services overseas to support the growing needs for healthcare by our patients and clients in a globalising economy.

Both *RafflesMedical* and *RafflesDental* participate actively in the government initiated Community Health Assist Scheme (CHAS), Pioneer Generation (PG) package, the Flexi-Medisave scheme, and the Screen for Life (SFL) programme. The majority of our family medicine and dental clinics are accredited to serve Singaporeans under the CHAS and PG schemes. In line with the national emphasis on chronic disease management, *RafflesMedical* has launched three Primary Care Network (PCN) clusters in the East, Central and West of Singapore to better manage chronic conditions through an integrated medical team.

*RafflesHospital* has been collaborating with the Ministry of Health (MOH) to receive patients from Singapore Civil Defence Force emergency ambulances since 2015 under the Emergency Care Collaboration (ECC) scheme. This has supported MOH's efforts to reduce waiting times at Emergency Departments of public hospitals.

In pursuit of excellence, we set up the Raffles Healthcare Institute, through which we now train physicians, nurses, allied health and healthcare managers in collaboration with our medical schools, polytechnics and vocational institutions, providing clinical training for undergraduates and postgraduates. As a group, we provide 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 with 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. We add value to the educational experience of the students and trainees by providing not only clinical experience in a private setting, but also exposure to private sector standards of service excellence and business management. And in our small way, contribute to increase the capacity for healthcare manpower development to meet the critical skills needs of the country.

We seek to be a good and involved corporate citizen. Other than through donations to worthy causes, RMG's staff volunteers with not-for-profit organisations such as Alzheimer's Disease Association, Zion Home for the Aged, PAP Community Foundation (PCF) Sparklecare and Movement for the Intellectually Disabled of Singapore (MINDS).

In 2017, we offered free Fecal Occult Blood Test (FOBT) screening to help screen for colorectal cancer which is the leading cancer in Singapore. Similarly, we offer discounted mammogram screening prices in conjunction with breast cancer awareness month.

## ENVIRONMENTAL

We are fully aware of the impact businesses have on the environment. To reduce its impact on the environment, RMG specifically manages its water and energy consumption through audits and corrective actions. We have also introduced water saving features as well as energy saving equipment in the last two years.

As testament of our efforts, we are pleased to share that the newly opened *RafflesSpecialistCentre* has been awarded the Green Mark Platinum (healthcare) Award.

## ECONOMIC

A key part of our business is ensuring we are financially sustainable. The management team studies the best practices across industries and in healthcare to fine-tune our policies and practices continuously.

Over the years, we have established policies to manage corruption and fraud, through whistle-blowing and other measures. Our procurement practices follow best practices in the industry. Where possible we work with local vendors with almost 99% of our vendors being local to the market we operate in.

As we expand, we provide direct job creation to over 2,400 staff in Singapore, China, Vietnam, Cambodia and Japan.

In addition, we continue to provide good dividend returns to our growing base of shareholders.

## CONCLUSION

We will not rest on our laurels and past achievements. We will continue to seek opportunities to create greater shared value and to build a more sustainable business for the generations to come.

RMG must exist for a cause greater than itself. We must grow and become stronger so that we can bring better healthcare to more communities and more people.

## Supply Chain <sup>(102-9, 102-10)</sup>

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

## Precautionary principle or approach <sup>(102-11)</sup>

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 <sup>(102-13)</sup>

The following are a non-exclusive and non-exhaustive list of associations the Group and its staff are members to:

### Cambodia

- Cambodian Federation of Employing Bodies Association (CAMFEBA)
- Japanese Business Association (JBAC)

### Japan

- All Japan Hospital Association
- Japan Medical Association

### People's Republic of China

- American Chamber of Commerce (AmCham) (North China and Nanjing)
- European Chamber (Nanjing)
- German Chamber (Beijing)
- Japanese Chamber (Beijing)
- Japanese Club (Beijing)
- SingCham (Beijing)
- Japanese Association (Tianjin)
- Singapore Shanghai Business Association (Shanghai)

### Singapore

- Allied Health Professions Council
- Duke-NUS Medical School
- General Insurance Association of Singapore
- Lee Kong Chian School of Medicine (NTU)

- Management Development Institute of Singapore (MDIS)
- Mayo Clinic Care Network
- National Healthcare Group Board
- Traditional Chinese Medicine Practitioner's Board (TCMPB)
- Singapore Business Federation (SBF)
- Singapore Dental Council (SDC)
- Singapore Institute of Management (SIM)
- Singapore Medical Association
- Singapore Medical Council
- Singapore National Employers Federation (SNEF)
- Singapore Nursing Association
- Singapore Nursing Board (Insurance / overseas)
- Workplace Safety and Health Council (Healthcare)
- Yong Loo Lin School of Medicine (NUS)

### Vietnam

- American Chamber of Commerce (AmCham)
- Australian Chamber of Commerce (AusCham)
- Japanese Business Association of HANOI (JBAV)
- Japanese Business Association of Ho Chi Minh City (JBAH)
- Malaysia Business Chamber (MBC)
- Singapore Business Group (SBG)
- The British Business Group Vietnam - BBGV (BBGV)
- The Canadian Chamber of Commerce Vietnam (CanCham)

## Ethics and Ethical Trading <sup>(102-17)</sup>

The Group will ensure that its staff uphold professional standards, workplace standards and behaviours that are consistent with the Group's requirements. It is committed to working against corruption in all its forms, including extortion and bribery.

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

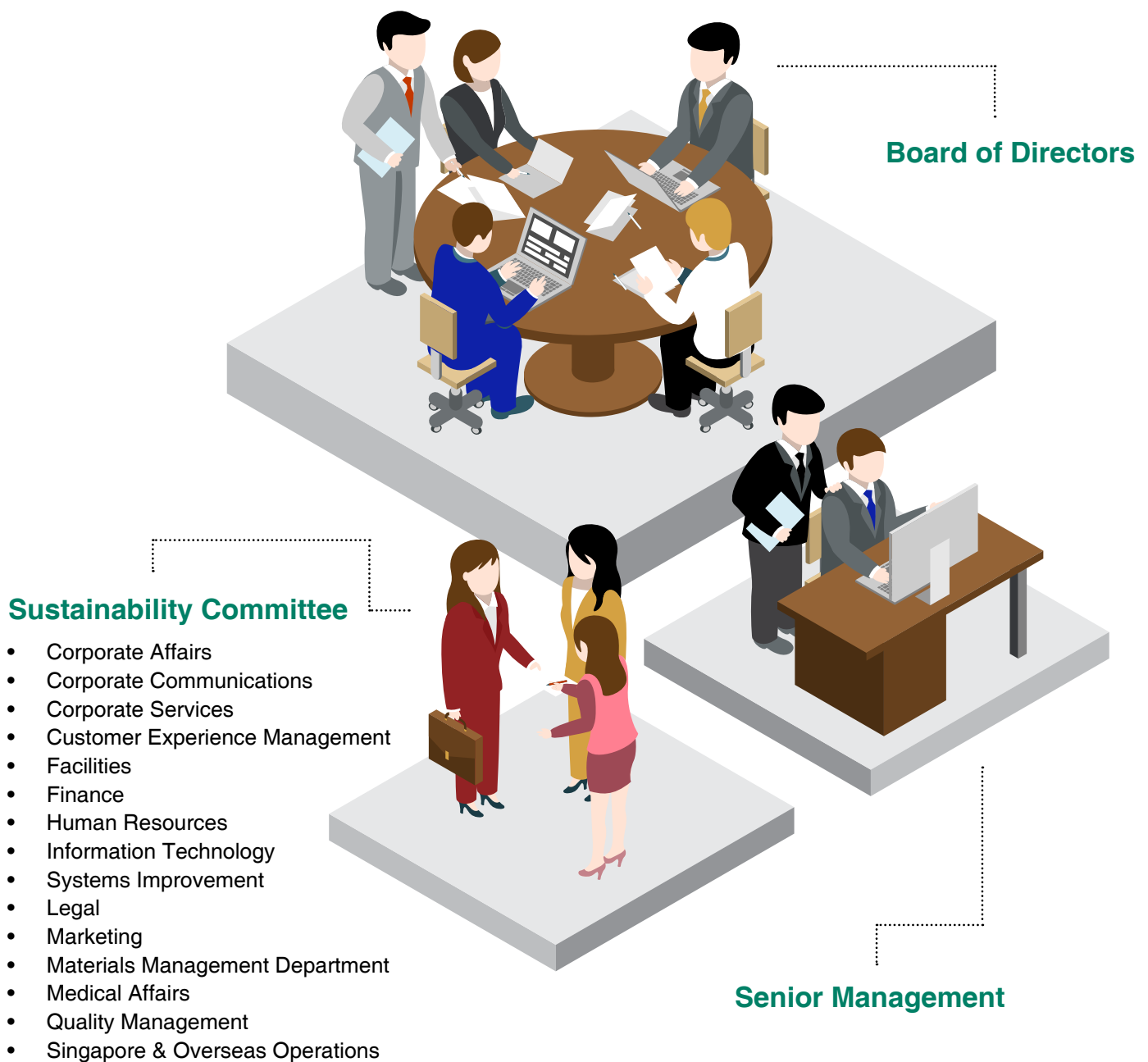
The Group collaborates with its suppliers and contractors to achieve its policy aspirations in the delivery of products and services. It encourages vendors to adopt responsible business ethics and practices for mutual benefits. The Group is also committed in ensuring that the welfare of workers and labour conditions within its supply chain meet or exceed recognised standards. For material projects, an open tender is compulsory to ensure fair competition.



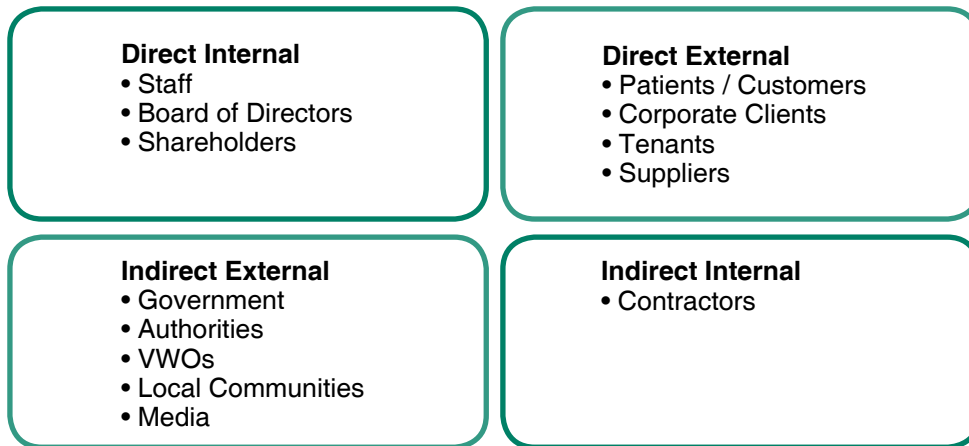
## Sustainability Organisational Structure (102-19, 102-20, 102-32)

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

The Sustainability Committee comprises senior management and representatives from various departments. It oversees the development and implementation of 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.



## Stakeholders Map (102-40, 102-42, 102-43)



## Stakeholder Engagement

### Stakeholders Consultation on ESG Topics (102-21, 102-44)

#### STAKEHOLDERS

#### HOW DO WE REACH OUT TO EACH GROUP?

#### PATIENTS / CUSTOMERS

##### How we engage them?

Corporate website, social media, advertisements, seminars, quarterly newsletters, feedback forms, emails, SMS, phone calls and face-to-face care

##### Stakeholders' expectations

- Safe and quality patient care
- Good service
- Prompt and thorough handling of feedback

##### How we respond

- Consultative discussions with patients and their next-of-kin
- Provide information on patient care and treatment
- Ensure prompt handling of feedback through to resolution

##### Progress in 2017

- Improved patient care through team nursing innovation at inpatient wards, Raffles Hospital
- Reduced fall incidences using modified Hendrich II assessment tool
- Worked on reducing the number of feedback forms from eight to three and streamlining the feedback form questions from 30+ to 11 questions
- Administered online Annual Customer Experience Survey in August 2017

##### Targets for 2018

- JCI reaccreditation in 2018
- Electronic direct mailers for patient education
- Working towards improving operational efficiency by moving from paper to electronic feedback forms
- Commit to achieve Baby-Friendly Hospital Initiative to be certified by 2018
- 20 ongoing research projects and five upcoming clinical studies based on various indicators including cancers, back pain and infection control

## Stakeholder Engagement (Cont'd)

*Stakeholders Consultation on ESG Topics* (102-21, 102-44)

### STAKEHOLDERS

### HOW DO WE REACH OUT TO EACH GROUP?

#### CORPORATE CLIENTS

##### How we engage them?

Engagements are done through various channels:

- Regular visits (monthly, bi-monthly, quarterly)
- Client hospitality and networking
- Delivering of Raffles HealthNews, medical chits and other relevant documents
- Schedule meetings to discuss renewal of contracts, new services, procedures, service / operational issues, dashboard presentation, etc
- Corporate events and grand clinic opening
- Interaction during health talks and Onsite Wellness Programmes
- Emails, phone calls, Whatsapp chat, etc

Engagement frequency depends on client's brand, company of staff strength, size, utilisation and profile

##### Stakeholders' expectations

- Competitive pricing
- Value added service
- Expects medical reports to turnaround quickly
- Quick service recovery
- Prompt action of queries
- Robust Information Technology (IT) infrastructure and support
- Reliable and useful analytics for trending and assessment
- Convenience of one-stop shop service
- Regular and familiar faces in the form of account manager
- Recognition during visits at clinics or hospital
- Provider to be knowledgeable and informed of current market practices

##### How we respond

- We try our best to fulfil and accede to the requests
- We try to be innovative and creative in our proposals and recommendations
- We pro-actively engage clients

##### Progress in 2017

- Work with management and internal business partners for cost reductions or co-sharing of costs to offer competitive pricing
- Optimise sales, staff and operational efficiency

##### Targets for 2018

- Continue working with management and internal business partners to offer competitive pricing
- Optimise sales, staff, workflow and operational efficiency

## Stakeholder Engagement (Cont'd)

*Stakeholders Consultation on ESG Topics* (102-21, 102-44)

### STAKEHOLDERS

### HOW DO WE REACH OUT TO EACH GROUP?

#### STAFF

#### How we engage them?

- E-newsletter
- Email
- Intranet
- One-to-one appraisal
- Staff meeting
- Conference
- Staff satisfaction survey
- Events such as Nurses' Day, Annual Dinner and Dance, Annual Staff Meeting and departments' quarterly social outings
- Raffles Recreation Club (RRC) activities including subsidised sports, healthy lifestyle, art and culture events, and family-oriented activities

#### Stakeholders' expectations

A caring, safe and conducive environment, where staff are connected to the healthcare's purpose, feel valued by the organisation, and are given opportunities to make a difference.

#### How we respond

- Recognise the contributions of our staff
- Offer a stimulating work environment that promotes performance while rewarding excellence
- Seek talents and provide a nurturing, motivating and professional environment in which everyone can do their best
- Strive to be an employer of choice for many

#### Progress in 2017

##### ***Fostering Effective Performance Management***

All staff are being assessed by a comprehensive and objective performance management system. Our managers carried out periodic performance reviews and career development discussions with staff annually. To foster effective performance management, we equipped all our managers with performance management skills so that they can hold open and meaningful discussion with their staff about their strengths and areas for improvement.

##### ***Enhanced Internship Programme***

Our enhanced internship programme allows students from various universities and polytechnics to gain hands-on experience with different aspect of development and support in the healthcare sector.

Through our improved robust programme, interns gained 20 to 24 weeks of practical work experience that directly relates to their academic studies and career goals. A total of 1,182 students have benefitted from this programme since 2015.

## Stakeholder Engagement (Cont'd)

### Stakeholders Consultation on ESG Topics <sup>(102-21, 102-44)</sup>

#### STAKEHOLDERS

#### HOW DO WE REACH OUT TO EACH GROUP?

#### STAFF

#### Progress in 2017 (Cont'd)

#### *On-going Organisational Renewal Process*

To continuously build our future leadership pipeline, we provide scholarships to local undergraduates and graduates. As a RMG scholar, he / she can choose to pursue his / her studies in one of these disciplines:

- a) Nursing
- b) Pharmacy
- c) Radiology
- d) Business Management
- e) Physiotherapy and Occupational therapy

To date, we have groomed 32 scholars through the RMG Scholarship Programme. Upon their graduation, RMG scholars will enter their specialised areas of work. Their talent will be developed to the fullest with potential to become key healthcare leaders within our organisation.

#### Targets for 2018

- Continue to receive structured staff feedback through the next Staff Engagement Survey planned for 2018
- Roll out staff vaccination system to effectively monitor / track and record staff vaccination and immunisation programmes
- Create more opportunities for staff to socialise and forge informal cross functional collaboration
- Review the staff performance appraisal system to include a mid year review

### The Scholarship Journey

Ms Denyse Tang wanted to work in the healthcare industry since young. When she learnt that Raffles Medical Group offers scholarship, she applied for it immediately as she recognises the RMG's focus on patients and quality care. Upon graduation in 2016, Denyse joined Raffles Hospital and is now a pre-registration pharmacist.

Denyse is most grateful for having a good preceptor who nurtured and taught her during her pre-registration training with Raffles Hospital. With the experience received during her training, Denyse aspires to do the same - to impart her knowledge and to promote the pharmacy profession to potential future pharmacists and pharmacy technicians.



“ Do what you think is right and it will benefit your patients. This way, you will leave no regrets behind. ”  
Denyse Tang

## Stakeholder Engagement (Cont'd)

*Stakeholders Consultation on ESG Topics* (102-21, 102-44)

### STAKEHOLDERS

### HOW DO WE REACH OUT TO EACH GROUP?

#### GOVERNMENT & REGULATORS

##### How we engage them?

- Periodic reports of various performance and clinical indicators
- Quarterly and half yearly updates with the ministries

##### Stakeholders' expectations

- Compliance to national standards (licensing, infection control and workplace safety)
- Show improvement efforts and community involvement on how RMG extends its commitment to the community

##### How we respond

- Regular reporting to Ministries and Statutory Boards

##### Progress in 2017

- Completed the two yearly hospital relicensing by Ministry of Health (MOH)

##### Targets for 2018

- To maintain regulatory compliance and timely infection control surveillance reporting to MOH
- To monitor and review new or proposed changes in insurance related regulations and legislation

#### SUPPLIERS

##### How we engage them?

- Tenders, request for quotations and request for proposals
- Tender interviews
- Site visits and regular meetings
- Email correspondence

##### Stakeholders' expectations

- Compliance with terms and conditions of prevailing Company's procurement policies and procedures ethically
- Provide most cost-effective products and services without compromising on efficacy and quality
- Timely delivery
- After sales support

##### How we respond

- By establishing policies and practices that ensure a fair selection and procurement process
- Ethical business practices
- Respect for contractual obligations

##### Progress in 2017

- Annual evaluation for top vendors conducted every year

##### Targets for 2018

- To maintain current levels of supplier management
- Creating more opportunities for collaboration on overseas projects

## Stakeholder Engagement (Cont'd)

*Stakeholders Consultation on ESG Topics* (102-21, 102-44)

### STAKEHOLDERS

### HOW DO WE REACH OUT TO EACH GROUP?

#### CONTRACTORS

<b>How we engage them?</b>	<ul style="list-style-type: none"> <li>• Request for quotations, tenders, site show rounds, regular meetings</li> </ul>
<b>Stakeholders' expectations</b>	<ul style="list-style-type: none"> <li>• Compliance to Standard Conditions of Tender &amp; Standard Conditions of Contract</li> <li>• Competitive costs and quality workmanship</li> <li>• Compliance of authority or any regulatory requirements</li> </ul>
<b>How we respond</b>	<ul style="list-style-type: none"> <li>• Procurement policies and practices that ensure a fair selection</li> <li>• Vendor evaluations</li> <li>• Reference projects</li> </ul>
<b>Progress in 2017</b>	<ul style="list-style-type: none"> <li>• Completed the yearly vendor evaluation process</li> </ul>
<b>Targets for 2018</b>	<ul style="list-style-type: none"> <li>• To maintain current levels of contractors management</li> <li>• To create more opportunities for collaboration on overseas projects</li> </ul>

#### SHAREHOLDERS

<b>How we engage them?</b>	<ul style="list-style-type: none"> <li>• In-house meetings</li> <li>• Email</li> <li>• Phone calls</li> <li>• Conferences</li> <li>• Quarterly post results briefing sessions</li> <li>• Annual General Meeting</li> </ul>
<b>Stakeholders' expectations</b>	For information that is disclosed to the public to be in a timely and fair manner through the different communication tools such as SGXNET, the Group's Investor Relations Website and the research house analysts.
<b>How we respond</b>	Feedback gathered is shared with management before a response is given to address any questions.
<b>Progress in 2017</b>	For 2017, we met more than 140 investors through a total of 3 conferences, 4 luncheons and 50 in-house meetings.
<b>Targets for 2018</b>	<p>The goal for 2018 is to continue engaging with the investment community to hear their feedback and understand their perspectives of the Group.</p> <p>With a proven performance track record, the group remains true to its core, focusing on medical excellence and good governance for sustainable growth in the long run.</p>

## Stakeholder Engagement (Cont'd)

*Stakeholders Consultation on ESG Topics* (102-21, 102-44)

### STAKEHOLDERS

### HOW DO WE REACH OUT TO EACH GROUP?

#### MEDIA

#### How we engage them?

- Face-to-face meetings
- Emails
- Phone calls
- Press release and briefing

#### Stakeholders' expectations

- Fast response and timely assistance with queries
- Provide useful and helpful quotes to help members of the public achieve better health

#### How we respond

- Partner with the members of the press by supporting actively in news
- Responds to more than 90% of queries

#### Progress in 2017

- Public Relations (PR) Value of \$4.57m created
- 49% of articles are patient education related articles

#### Targets for 2018

- Maintain PR value
- Pitch media stories of social value



Since June 2015, monthly visits are made to Zion Home for the Aged, providing medical consultations for the residents.

### Caring for the Less Privileged

The Group has developed various Corporate Social Responsibility (CSR) programmes over the years. Some are done in collaboration with the Asian Medical Foundation (AMF), a charity organisation started by RMG staff back in 2003. The Foundation reaches out by serving the healthcare needs of the poor and the underprivileged.

Since June 2015, doctors from the Group have made monthly visits together with the staff of AMF, to Zion Home for the Aged, providing medical consultations for the residents there.

Since May 2016, AMF has been sponsoring the Alzheimer's Disease Association (ADA) Memories Café Project, a social engagement programme for patients with dementia, their caregivers and volunteers. This programme is held islandwide at various locations on a weekly basis. RMG staff supports the event as volunteers.

Dr Melvyn Wong, a family physician who is also an avid volunteer, shares his perspective on volunteering: "In today's busy pace of life, it is easy to lose sight of your purpose in life. Volunteering allows me to reconnect with the community and reminds me that the world is much bigger than what revolves around us. You are not the centre of the universe. Volunteering rejuvenates my passion and purpose."



**Stakeholder Engagement (Cont'd)**

*Stakeholders Consultation on ESG Topics* (102-21, 102-44)

**STAKEHOLDERS**

**HOW DO WE REACH OUT TO EACH GROUP?**

**VWOs**

**How we engage them?**

- Regular discussions with Voluntary Welfare Organisations (VWOs) including the Asian Medical Foundation (AMF) to identify support needs
- Regular engagement with staff through e-mail blasts, e-newsletters and intranet on community outreach initiatives

**Stakeholders' expectations**

- Year-long community outreach initiatives instead of ad-hoc activities
- Allow staff to volunteer during office hours so as to increase staff participation

**How we respond**

- Greater provision of outreach budget

**Progress in 2017**

- Ramped up CSR activities including AMF activities and projects such as the "Memories Café" and Zion Home for the Aged
- PCF Sparklecare: RMG staff visited PCF Sparklecare centres in Simei and Yew Tee to support patients and their rehabilitation programmes
- MINDs healthy eating programme: Dietitians train special needs children from MINDS Woodlands on healthy eating and basic cooking skills
- RMG Gives Back: Staff supported Zion Home for the Aged and Bethesda Care & Counselling Services Centre in their operational needs through cash donations

**Targets for 2018**

- Establish a formal CSR Committee
- Look into other sustainable collaborations with other VWOs including NKF

## Stakeholder Engagement (Cont'd)

*Stakeholders Consultation on ESG Topics* (102-21, 102-44)

### STAKEHOLDERS

### HOW DO WE REACH OUT TO EACH GROUP?

#### LOCAL COMMUNITIES

##### How we engage them?

- Corporate website
- Social media
- Advertisements
- Seminars
- Partners

##### Stakeholders' expectations

- Quality healthcare
- Help with the public sector

##### How we respond

We provide subsidised care through the Emergency Care Collaboration (ECC) Scheme with Ministry of Health (MOH), Community Health Assist Scheme (CHAS), Pioneer Generation (PG) Scheme, Primary Care Network (PCN) Scheme, National Adult Immunisation Scheme (NAIS), Screen for Life (SFL), Baby Bonus Scheme and Pandemic Preparedness Clinics (PPC) Scheme.

##### Progress in 2017

- Completed a two-year ECC Scheme with MOH and extended by another five years
- All Raffles Medical and Raffles Dental clinics are participating in CHAS and PG clinics
- Launched the Primary Care Network with 40 Raffles Medical clinics in support of national scheme for chronic disease management
- Pledged \$1 million to National Kidney Foundation (NKF) for the setting up of Raffles-NKF Renal Wellness Centre at Raffles Hospital and a Raffles-NKF Peritoneal Dialysis & Wellness Centre at Whampoa

##### Targets for 2018

- Planning for the Raffles-NKF Renal Wellness Centre
- Eye screening for NKF patients

**Materiality Analysis** <sup>(102-47)</sup>

Aspects	Likelihood of Impacts Related to This Aspect will Occur	Severity of Potential Impact	Significance to Company	Importance to Priority Stakeholders
Economic Performance	Medium	Medium	Medium	High
Procurement Practices	Low	Medium	Medium	Medium
Energy	Medium	Low	Medium	Low
Water	Medium	Low	Medium	Low
Effluents & Waste	Low	Low	Low	Low
Employment	High	High	High	Medium
Occupational Health & Safety	Medium	High	High	Low
Training & Education	Medium	Medium	Medium	Medium
Local Communities	Low	Low	Low	Medium
Anti-corruption	Medium	Medium	Medium	Medium
Customer Health & Safety	High	High	High	High
Customer Privacy	Medium	Medium	Medium	High
Compliance	Medium	High	High	High

**Prioritising Identified Aspects**

<b>Significance to Company</b>	<b>High</b>	Occupational Health & Safety	Employment	Compliance Customer Health & Safety
	<b>Medium</b>	Energy & Water	Procurement Practices Anti-corruption Training & Education	Economic Performance Customer Privacy
	<b>Low</b>	Effluents & Waste	Local Communities	
		<b>Low</b>	<b>Medium</b>	<b>High</b>
		<b>Importance to Stakeholders</b>		

## Significant Achievements FY 2017



Opening of Raffles Specialist Centre



Announced development of international tertiary hospital in Chongqing, China



Raffles launched new uniforms for frontline staff from September 2017



Staff provide pro bono services to VWOs Zion Home for the Aged, PCF Sparklecare (Simei and Yew Tee), and MINDS Woodlands



Pledged \$1 million to NKF for the setting up of the Raffles-NKF Renal Wellness Centre at Raffles Hospital and a Raffles-NKF Peritoneal Dialysis & Wellness Centre at Whampoa (23 July 2016)



Raffles Fertility Centre celebrated its 10th anniversary in July 2017. Over the decade, they had helped an approximate of 600 couples on their journey to parenthood

Awards



**CSISG Recognition Award (2007 – 2017)**  
Healthcare Sector



**That's Beijing Lifestyle Awards 2017**  
Best Dental



**Finance Asia Award 2017**  
Best Managed Company in Singapore  
Midcap Category



**HRM Asia "Readers' Choice Award" 2017**  
Winner of Best Corporate Healthcare Group  
(2014 - 2017)



**Global Health and Travel Awards 2017**  
Best Integrated Healthcare Clinic of the Year  
Paediatric Service Provider of the Year

## Raffles Value Creation Scorecard

Value creation is the primary aim of any business. By producing value for our stakeholders, we are able to better invest in items that will enhance our long-term competitiveness and growth. The Group has selected key areas under environment, social and financial by which we measure our efforts in value creation.

ENVIRONMENTAL - Singapore			
Strategic Area	FY 2017	FY 2016	FY 2015
Water Consumption (m <sup>3</sup> )	84,102*	63,890	56,488
General Waste - Non-hazardous (ton)	904	876	1,004
Biohazard Waste (bins)	4,682	4,573	4,790
Paper Recycled (ton)	17	10	15
Copier Paper Consumption (ton)	39	39	38
Electricity used (kw)	14,232,978*	14,637,931	14,340,994

\* Increase due to construction activities and monitoring of Raffles Medical clinics

SOCIAL			
Patients			
Strategic Area	FY 2017	FY 2016	FY 2015
Customer Satisfaction Index - Raffles Hospital Inpatient (%)	92	92	92
Customer Satisfaction Index - Raffles Hospital Outpatient (%)	92	95	94
Customer Satisfaction Index - Raffles Medical Clinics (%)	89	95	93 <sup>#</sup>

<sup>#</sup> Tracking of feedback for Raffles Medical Clinics began in Q2 2015

**SOCIAL***Staff - Group*

Strategic Area	FY 2017	FY 2016	FY 2015
Permanent Staff	2,403	2,447	2,288

**SOCIAL***Staff - Singapore*

Strategic Area	FY 2017	FY 2016	FY 2015
New Hires	503	464	391
Average Training Hours Per Staff	24	28	33
Training Expenditure Per Staff (\$)	526	471	496
Staff Turnover Rate (%)	20	17	21
Staff Performance Review Rate (%)	100	100	100
Hand Hygiene Compliance - Raffles Hospital (%)	87	87	87
Industrial Accidents	5	12	10
Fatal Accidents	0	0	0

**SOCIAL***Suppliers - Singapore*

Strategic Area	FY 2017	FY 2016	FY 2015
Local-based Suppliers (%)	99	98	99
% of Actual Dollars Spent on Local-based Suppliers	99	99	99

**SOCIAL****Community - Singapore**

Strategic Area	FY 2017	FY 2016	FY 2015
Staff Volunteerism (number of hours)	94	2,050*	22
Staff Volunteerism (number)	47	331*	16
Community Investment and Donations to Charities (\$)	410,400*	15,400	29,400
Community Training	2,519	2,813	1,880
Internships	352	461	369
Health Talks	34	24	32

\* In celebration of RMG's 40<sup>th</sup> Anniversary, extended efforts were taken to increase staff volunteerism and community investment.

**FINANCIAL**

Strategic Area	FY 2017	FY 2016	FY 2015
Revenue (\$'000)	477,583	473,608	410,535
EBITDA (\$'000)	95,078	96,611	93,411
Operating Profit (\$'000)	80,086	81,946	80,604
Profit After Tax (\$'000)	68,661	67,946	69,031
Operating Costs (including staff costs) (\$'000)	401,330	395,191	333,648
Staff Costs (\$'000)	247,600	241,736	203,537
Dividends Paid (\$'000)	39,847	35,027	34,562
Dividend Payout (%)	56	50	50



# ECONOMIC



TABLE 1

TABLE 2

TABLE 3

6.1
19.7
23.4

## ECONOMIC (201-1)

RMG is committed to continuously create direct and indirect economic values for our stakeholders including patients, staff, investors, the community and the environment. Through our business polices and operations, RMG:

- Delivers financial returns to the investors;
- Supports infrastructure through taxes and other payments to the government; and
- Contributes to the local economics and communities by creating jobs, generating income and transferring efficiency gains.



## Procurement Practices (204-1)

The Group works with suppliers, sub-contractors and other service providers to help achieve its policy aspirations in delivering products and services. To this end, it encourages vendors to adopt responsible business policies and practices for mutual benefits.

The Group is committed to ensuring that the welfare of workers and labour conditions within its supply chain meet or exceed recognised standards.

## Supporting Local Vendors

The Group contributes to the national economic development by supporting locally-based businesses. We advocate ethical business practices through the establishment of policies and practices that ensure a fair selection and procurement process. We maintain good relationships with our vendors

through on-going engagement during meetings and tender interviews. This is to ensure continuity of services and to keep them abreast of our latest developments.

In FY 2017, the total number of local vendors accounted for 99% of our whole vendors' base. Our business activities with them had in turn supported a significant number of indirect jobs creations. The choice of local vendors is always a first option due to proximity, product availability and the trusted quality of products. Working with local vendors is also a standard practice across all healthcare organisations in Singapore.

## Transferring Efficiency Gains

We have a centralised procurement team handling purchases for our network of clinics located island wide. This has enabled us to achieve economic of scales and operational efficiencies. These efficiency gains were passed on to our patients and customers in the form of providing more affordable healthcare products and services.



## Direct Job Creations

As at 31 December 2017, RMG provided 2,403 direct jobs. Our total operating costs (including staff costs) amounted to \$401.3 million in FY 2017. This contributed to the respective local economies and communities.

### Anti-corruption (205-1, 205-2, 205-3)

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

We conduct an annual risk assessment applicable for all business units in the group. The assessment allows us to identify and mitigate areas of high risk, including corruption.

Staff undergo e-learning on anti-corruption and bribery during the year. The various whistle-blowing channels are also highlighted during the training.

We provide guidelines on suitable staff response to gifts from customers or business associates. These guidelines serve to protect and uphold the reputation, professionalism and integrity of RMG and its staff, as well as to avoid 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 procurements make an annual declaration of possible conflict of interest. For risk management purposes, certain group of staff except physicians and nurses are required to take a block leave break of at least five consecutive working days 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 to certain performance standards as required by the Group.



### Whistle-blowing

We have a whistle-blowing policy and procedures which enables staff and other persons to raise in-confidence, whether anonymously or otherwise, concerns on possible improprieties relating to accounting, financial reporting, internal controls, auditing or other matters, without fear of reprisal in any form.

Under these procedures, arrangements are in place for independent investigation and for appropriate follow-up actions to be taken. To facilitate and encourage reporting, the Whistle-Blowing Policy together with the dedicated whistle-blowing communication channels such as email and postal address as well as telephone contact numbers are available on the Company's intranet, and are easily accessible by all staff and other persons. Necessary safeguards are taken to protect whistle-blowers.

Direct email channels to the Board Chairman, General Managers are also available for reports involving any Director and Senior Management.

# ENVIRONMENT



## ENVIRONMENT

Singapore is a small country with limited water sources and has to rely on purchasing water supply from neighbouring country. RMG is aware of the importance to conserve water as a part of our continuous effort to help the nation.

In an effort to reduce our environmental footprint and reduce energy cost, RMG endeavours to reduce its impact on the environment by:

- Conducting audits and taking corrective actions to reduce any adverse environmental impact;
- Promoting the efficient use of resources and energy; and
- Continually improving the management of our surrounding environment.

### Water <sup>(303)</sup>

Water consumption is monitored in Raffles Hospital since 2014. Raffles Hospital water consumption was 61,773m<sup>3</sup> in 2014. Significant water conservation measures were implemented in 2015 and the annual water consumption was brought down to 56,488m<sup>3</sup>.

In 2015, water meters were installed to better measure the actual water consumption in specific areas. Other efforts in improving water consumption rates include replacing water-efficient labelled fittings in all our toilets, inpatient wards, consultation rooms and kitchen areas. In addition, we will be using NEWater supply network in the new hospital extension building.

For its efforts, Raffles Hospital was awarded by PUB in early 2016 for running a water efficient building. The building recycles water for equipment and system that do not require potable water.

Due to escalation of construction activities, water consumption increased to 63,890m<sup>3</sup> in 2016. From 2017, monitoring of water consumption was expanded to all local Raffles Medical clinics, leading to an increase in the annual water consumption to 84,102m<sup>3</sup> in 2017.

Staff have attended the new PUB's Water Efficiency Manager Course in 2017 and are certified Water Efficiency Managers.



Water consumption in 2017 increased due to the replacement of the hospital's chiller system which is used to cool fluids or dehumidify air in the hospital's facilities.

## Water <sup>(303)</sup> (Cont'd)

The Raffles Specialist Centre was awarded Green Mark Platinum in 2017. The new building has digital power meters and water meters linked to Building Management System to monitor water and electricity usage more efficiently. The building has garden greenery at level 19 and the roof to reduce heat from the building.

For continual improvement, areas and departments with higher water consumption will be identified and proposals will be worked out to focus on these specific areas.

Water Consumption for	Inpatient including OT	F&B Outlets and Kitchen	Building Equipment
<b>2015</b>	91.5%	7.5%	1.0%
<b>2016</b>	85.3%	8.0%	6.7%
<b>2017</b>	80.8%	5.9%	13.3%

Inpatient water consumption had significant reduction due to water-efficient labelled fittings and proper education on usage while Food and Beverage (F&B) and kitchen usage remained constant.

Building equipment water usage spiked in 2017 due to the construction activities that were carried out in areas within the hospital that required sprinkler pipes relocation, resulting in huge amounts of water being discharged. Nonetheless, water consumption is expected to decrease significantly in 2018 with the completion of construction activities.

Water consumption in 2017 also increased due to the replacement of the hospital's chiller system. The new water-cooled chiller system uses 7% more water as compared to the old air-cooled chiller system.

With the opening of the new specialist centre in early 2018, the new Mechanical and Electrical (M&E) systems and occupied floors will contribute to the water usage.



Garden greenery at level 19, Raffles Specialist Centre

## Platinum Green Mark - Mark of Excellence

Designed to be a green healthcare facility, Raffles Specialist Centre has been awarded the Green Mark Platinum Award by the Building and Construction Authority.

In order to achieve the Award, the Group pledged to the authority on the following areas: air conditioning system, Building Management System (BMS), lighting, and Post Occupancy Evaluation (POE).

The air conditioning system is designed to ensure consistent indoor thermal comfort, for example, in public areas; temperatures should be maintained between 24°C and 26°C and relative humidity to be less than 65%.

All water submeters will be linked with the BMS for detection of water usage and leaks. Also, digital power meter provided for each system will be linked with the BMS to monitor the electricity usage system-wise.

Free luminaries lighting will be used in at least 90% of all applicable areas, which include clinics and offices but exclude carparks, Mechanical and Electrical (M&E) spaces, and storage rooms.

Six months after the commencement of building operation, a post occupancy thermal comfort survey will be conducted, where the minimum number of people surveyed should be approximately 10% of total occupancy or 30, whichever higher. With the inputs gathered, respective corrective measures will be implemented to improve the thermal comfort of staff.



Raffles Specialist Centre

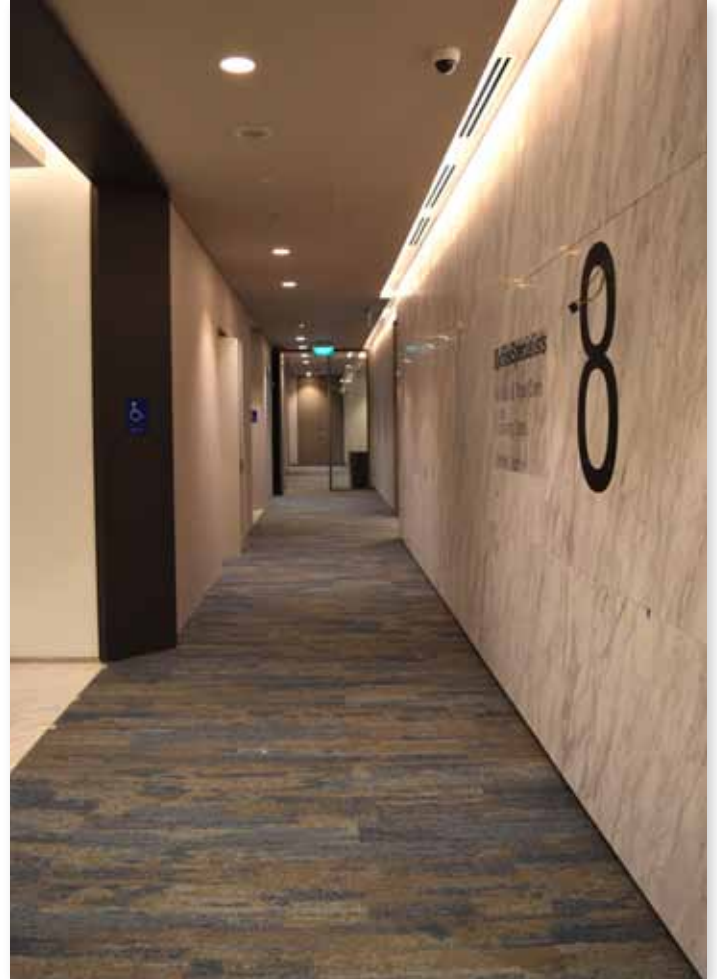
## Energy <sup>(302)</sup>

Electricity consumption is monitored in specific areas in the hospital building since 2014. In 2017, we started to track more equipment within Raffles Hospital and expanded to all local clinics under RMG for better control and reduction in the usage of electricity in the organisation.

In a bid to care for the environment, RMG has adopted several on-going green initiatives to reduce its carbon footprint. Beginning with Raffles Hospital, lightings have been progressively changed to energy-saving LED lights. These energy-saving lights provide the same lux density without compromising on vision capability. Since the start of the project in 2013, close to 50 per cent of all lightings have been replaced, resulting in an estimated reduction of 48,000 KW in energy consumption every month. For the new Raffles Specialist Centre, 80% of the lightings are energy saving.

Raffles Hospital participated in Earth Hour on 25 March 2017 when it switched off all lights in non-critical areas from 8:30 pm to 9:30 pm. Moving forward, the Group will be setting timers to control the operational hours of lights to save energy. These include programming lightings with timers to save energy, switching off air conditioning for non-occupied floors and reducing the running of chillers' compressors for patient areas in the night.

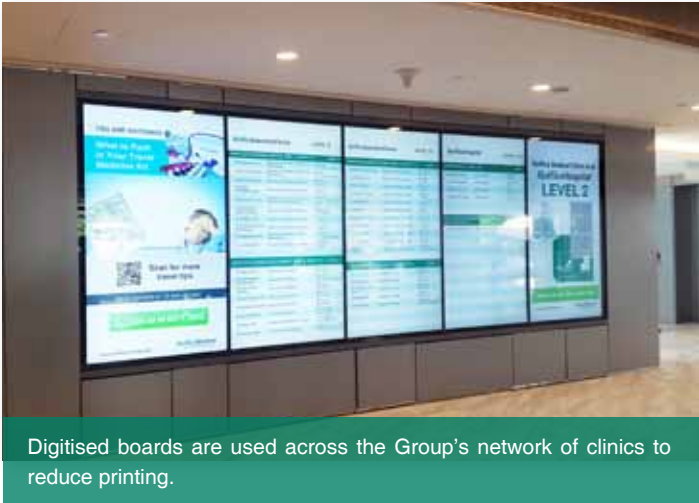
The hospital is one of the first in Singapore to have a water-cooled chiller system with ultra-low global warming potential refrigerants. Replacement was completed in 2017. These new chillers, which are about two times more efficient than the outgoing chillers, could save 30,000 KW of energy per month. The hospital will be changing all Air-conditioning and Mechanical Ventilation (ACMV) refrigerants to low global warming potential refrigerants by end of 2018 as recommended by NEA.



The Group utilises energy-saving LED lights to reduce its carbon footprint.



**Energy <sup>(302)</sup> (Cont'd)**



Across the Group’s network of clinics, copies of poster boards are being replaced with digitised boards. This initiative will reduce printing and logistical carbon footprints. To date, 80% of our clinics are installed with digital panels where different health educational videos are uploaded for patients’ viewing. With digitisation, the savings from printing, manpower and transportation are estimated to be \$12,000 per year.

Building management system is in place to monitor the parameters of major equipments that use huge amount of energy.

Electricity / KWH for:	Total Consumption	F&B Outlets and Kitchen	Chillers
2015	14,340,994	256,477 (1.8%)	574,995 (4.0%)
2016	14,637,931	342,060 (2.3%)	549,215 (3.8%)
2017	14,232,978	343,085 (2.4%)	516,105 (3.6%)

The Group endeavours to ensure that business operations comply with all applicable environmental, legal, health and safety requirements. The Group works closely with the Workplace Safety and Health Council, Singapore Civil Defence Force, Public Utilities Board, National Environment Agency and other relevant authorities to adopt the best practices for environment sustainability.

**CLINICAL**



**CLINICAL**

**Customer Health & Safety <sup>(416)</sup>**

Being “your trusted partner for health” is RMG’s working ethos to ensure best outcomes, providing good value for patients, clients and the community. Our group practice model allows healthcare professionals to have a seamless coordination across the continuum to deliver safe, effective, timely and patient-centred care.

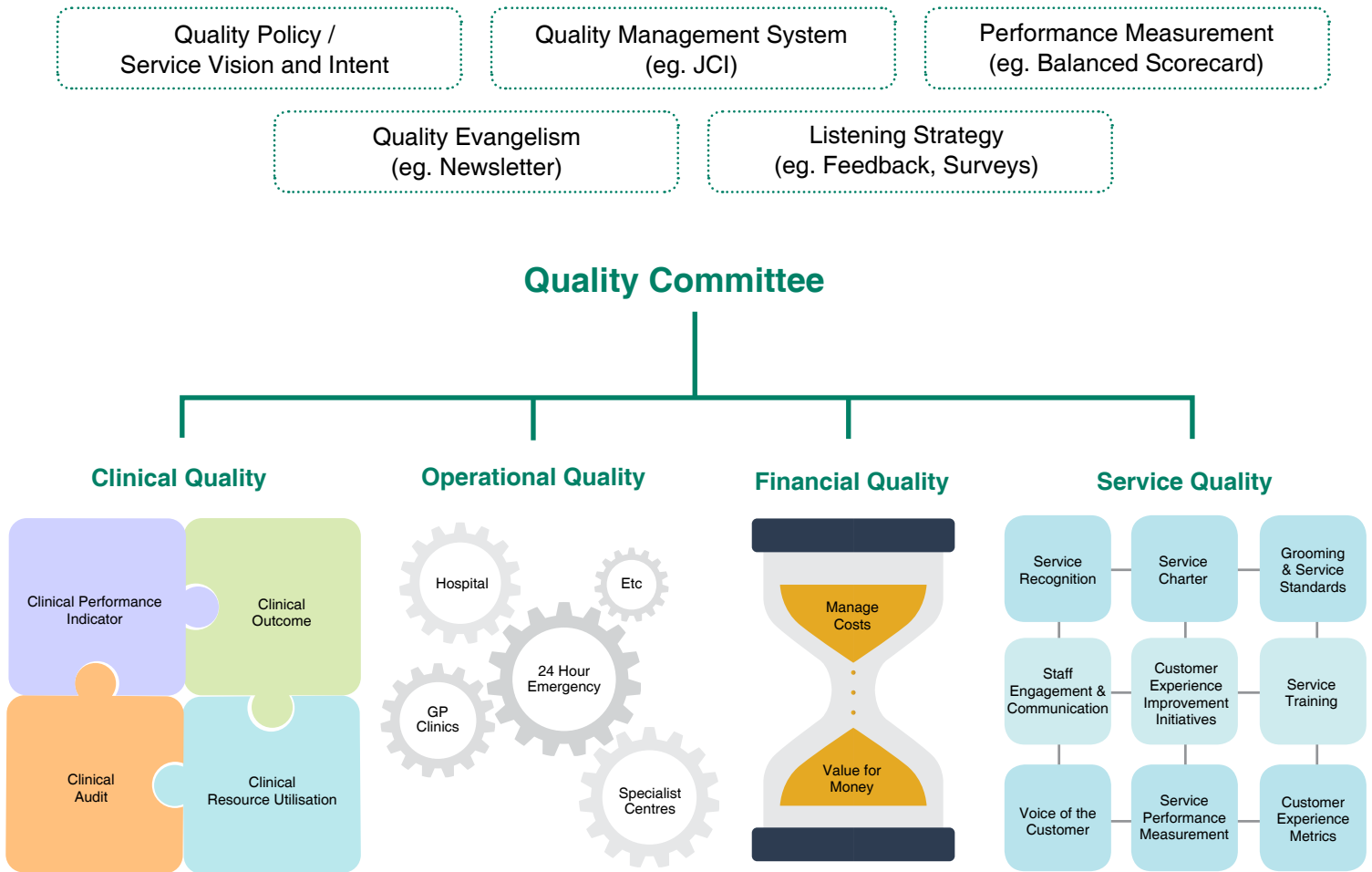
**Our Challenges**

The multi-disciplinary set-up forces our nurses to be versatile and adapt to the demanding care needs. Hence, training programs have to be rigorous and must commensurate with the care demands and needs.

**Our Success**

The institutional group practice model promotes team-based care whereby the doctors, nurses and allied health professionals work together for the benefit and the interest of the patient.

**RMG QUALITY FRAMEWORK**



**RMG quality framework governs how we work towards patient’s safety and health**

## Assuring Best Outcome

RMG closely monitors patient safety indicators to better understand actual / potential issues to improve our patients' care.

In addition to the international patient safety goals, defined by the Joint Commission International (JCI), Raffles Hospital also measures clinical performance on these key themes:

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

## Clinical Audits

Clinical audits are done as part of RMG's professional clinical governance. The following quality assurance (QA) committees look into the different areas of clinical quality programmes:

- Medical audit
- Surgical audit
- Pharmacy & therapeutics
- Infection control
- Operating theatre
- Blood transfusion and tissue review
- Patient case review
- Critical care
- Trauma committee
- Transplant committee

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



Periodical committee meetings are held to review activities and programmes.

## Clinical Resource Utilisation

Resource utilisation is embedded in the QA committee's terms of reference to continually look into accessibility to the services through the use of data. This allows Raffles Hospital to optimise limited resources to accommodate patient's needs.

## Incident Reporting

Leadership supports healthcare professionals across all spectrums in Raffles Hospital to speak up and report any event, process or condition that causes harm or has the potential to cause harm or injury. These are opportunities to improve current practices to prevent future occurrences.

There is proactive review for clinical incidences/ feedbacks where a team of healthcare professionals relevant to that process come together for general consensus following an in-depth deliberation. There is a process for RMG wide escalation and standardisation.

## Quality Promotion - Building a Quality Culture



### **Clinical:**

- Annual Quality Day
- Annual Hand Hygiene Day
- Infection Control Liaison Coordinators
- Basic / Advance Infection Control Course
- Advance Personal Protective Equipment (PPE) Course
- E-learning Courses

### **Operations / Services:**

- Training in Workplace Safety, JCI and Quality Tools
- Service quality
- Inter departmental sharing of projects and highlights

Additionally, to promote transparent public reporting, Raffles Hospital subscribes to MOH's clinical surveillance and reporting.



## Build a seamless service

- Ensuring continuity of care is provided to the patient as he / she is referred to a service which best meets his / her needs. The patient is able to move easily from primary services to tertiary services and back to primary services to optimise value for the patient. There is a follow through throughout the process as RMG adopts team-based care.



## ACCREDITATION & COLLABORATION

Raffles Hospital has been JCI-accredited since 2008. JCI is the international standard for healthcare facilities with strong emphasis in quality care and patient safety.

Staff adhere to the six International Patient Safety Goals (IPSG) as follows:

- Identify patients correctly
- Improve 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

Raffles Hospital will be re-accredited by the Joint Commission International (JCI) in 2018.



### Joint Commission International

Raffles Hospital is accredited by the Joint Commission International (JCI), which is a strong testament of our commitment to patient safety and care continuum.



## Mayo Clinic Care Network

The Mayo Clinic Care Network (MCCN) is a unique collaboration that connects RMG with Mayo Clinic's subject experts and resources.

Under the collaboration, there are regular exchanges of knowledge between our specialists and Mayo Clinic doctors.

Bridging the finest medical expertise from Mayo Clinic to RMG, the MCCN offers our patient easy access to experts from Mayo Clinic without the need to travel.

The Group is the first in Asia to join the Mayo Clinic back in July 2015. This collaboration meant that our doctors will use electronic communication tools to access the latest Mayo Clinic knowledge and expertise for the benefit of our patients. This collaboration also promotes physician teamwork, complementing local expertise.

The Group was selected to join the Mayo Clinic Care Network because of the shared philosophy, commitment and mission to improve the delivery of health care through high-quality, data-driven, evidence-based medical care and treatment. In addition, the Group has also passed Mayo Clinic's rigorous review process based on quality, service and operational criteria.



MINISTRY OF HEALTH  
SINGAPORE

## 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 scheme with the Ministry of Health. Since June 2015, we have attended to and treated many patients who pay subsidised Class C rates. Government subsidies help defray some of the costs. In this way, we contribute to the national effort in ensuring that our fellow Singaporeans receive the needed care in a timely manner.

All Raffles Medical and Raffles Dental clinics participate in the PG and CHAS subsidy programmes to support the government's efforts to serve the less privileged in the community.



## IMPROVEMENT PROJECTS

### **Improving patient care through team nursing innovation at inpatient wards, Raffles Hospital**

The project aims to implement team nursing to decrease clinical handover time and improve patient and staff experience. This has resulted in a significant increase in the rapport time between staff and patient and increased the communication within the team. Different groups of staff satisfaction have shown an increase by around 47% to 62%.

### **Reducing fall incidences using modified Hendrich II assessment tool**

To reduce fall incidences in the inpatient units, this project focused on eight independent factors to prevent falls and increased compliance on fall risk reassessment from 98% to 100%. This resulted in a decreasing trend of inpatient fall rate which improved safety of patients, quality of nursing care, length of stay and unnecessary health care cost.

Raffles Hospital (RH) has its own full risk assessment tool but random audits has shown an inconsistency in re-assessment of the patients and preventive measures implemented resulting in high fall incidences. Thus, there is an increased focus being placed on inpatient falls.

Upon admission, all patients will undergo the risk assessment for falls and are re-assessed routinely for every 72 hours of the nurses' shift or when there are changes in a patient's condition or environment. The eight independent risk factors are: disorientation, symptomatic depression, altered elimination, gender, dizziness, prescribed anti-epileptics, prescribed benzodiazepines and the ability to perform "get up and go test".

After which, staff will identify the appropriate fall preventive measures, and tag high fall risk patients of a Hendrich score of five or more with a red coloured wrist tag.



# STAFF



## STAFF (400SERIES)



### Hiring, Recruitment & Retention

We want to be an employer of choice. The ability to continuously attract, retain and develop talent is key to our success. Our core values of compassion, commitment, excellence, team-based care and value (CCETV) underpin how we do business. Each member of our medical, clinical, administrative and support teams brings a level of experience, expertise and commitment to patient care that is unmatched in our industry.

We recognise that recruitment is challenging in areas such as nursing and allied health positions due to the opening of new hospitals and a shortage of suitably qualified healthcare professionals. We are constantly exploring new channels of talent acquisition such as establishing partnerships with e2i, Workforce Singapore, local universities, polytechnics and ITE to provide opportunities for employment by the hospital.

As part of our strategy to attract and retain diverse talent, we offer staff a range of flexible work arrangements



The Raffles Onboarding programme is held monthly to integrate new joiners into the organisation

(FWAs) that enable them to work while balancing their personal needs. These include flexi-time, part-time work, contract basis, project-based work, amongst others. The application process for FWAs has been simplified to encourage take-up rate. This has made the organisation, attractive to individuals with personal responsibilities, including working mothers.

One key thrust of the HR policy is the formalised, structured selection process that Raffles has devised for the screening and hiring of new staff. Interviewers are provided with clear written guidelines that include recruitment & selection, hiring, retirement and re-employment policies and a standard method to assess competencies.



Staff retention practices are also formalised in HR policy, where all staff are able to access. These include a grievance handling workflow, disciplinary, whistle-blowing and performance management policies as well as training and development programmes.

Staff can be expected to be treated fairly and to receive prompt responses to problems and concerns. For this reason, RMG provides a grievance procedure to promote prompt and responsible resolution of issues raised by staff and line managers.

### Fair Employment Practices

The Group aims to eliminate discrimination on any grounds and promotes equal opportunities and a fair working environment. The Group adopts a human resources policy that combines a role-based system that grades individual staff 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.

The Group respects the right of staff to adhere to normal or agreed working hours in accordance with Company Policy established in compliance with the laws and regulations. The Group is committed to ensuring that the welfare of workers and labour conditions within its supply chain meet or exceed recognised standards.



Fair employment practices are upheld by promoting equal opportunities

### Working Conditions

We partner our staff in making our hospital a happy place to work in. Their inputs are always important. That's why we provide various feedback channels for them to contribute to the improvement of our workplace. We adopt an inclusive culture and open approach so as to keep the team aligned with our actions and directions, in our journey to shape the future of healthcare.

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



The Service Recognition Programme recognises staff who had displayed exemplary service to patients.

The various engagement channels include:

- Large scale meetings such as Annual Staff Meeting and Annual Management Meeting, to keep staff posted on the Company results and performance as well as important developments that are under the way. At the same time, these platforms help to forge continued bonding and engagement.
- Quarterly social engagement funds are provided where departments are encouraged to hold social engagement events or activities for branding purpose.
- Professional consultation and referrals under our Employee Assistance Programme (EAP) where staff have an avenue whereby he / she can gain more insight into their current emotional state and how to obtain relevant help or treatment, if necessary.



During the Annual Staff Meeting, staff are updated on the organisation's outlook for the current and upcoming year.



### Staff Benefits

Benefits are an important part of a staff's compensation package. We offer a benefits package with choice and flexibility to meet the needs of the eligible staff and their family members.

Full time staff benefits include medical and dental consultation and / or treatment reimbursement, hospitalisation benefits, comprehensive health screening, additional insurance coverage other than Work Injury Compensation insurance coverage, transport allowance, training and development, claim for professional fees for joining professional associations, Long Service Award, Annual Dinner and Dance event, entry passes for places of interest, and tokens for special occasions. Part-time staff will have their benefits pro-rated in accordance with their working hours.

Another significant initiative is the Raffles Flexible Benefits Scheme that comprises core and flexible benefits. Staff may choose to spend their allocated flexi dollars to either enhance their medical benefits or claim from a list of reimbursable items.

### Parental Leave <sup>(401-3)</sup>

Staff are eligible for parental leave, which includes maternity leave, paternity leave and share parental leave. All parental leave entitlements are in line with Ministry of Social and Family Development's guidelines.



### Occupational Health and Safety <sup>(403)</sup>

As a healthcare organisation, RMG has since 2013, subscribed to BizSAFE Level 3 as commitment towards maintaining safe and healthy work environment for its staff in compliance with legislative requirements. It 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 staff to an acceptable level;
- Seek the involvement of various stakeholders to effectively implement Workplace Safety and Health (WSH) Policy objectives;
- Improve continuously through on-going reviews of WSH mechanisms; and
- Provide adequate resources to ensure compliance to Workplace Safety and Health Regulations.





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

We regularly assess potential health and safety risks, take preventive measures and increase staff awareness about safety. Our Hospital Quality Assurance Committee and Safety and Health committee periodically review safety and health policies, procedures and practices. Our Risk Assessment Team works with the appointed Risk Management Champions to assess risks for every work activity and process carried out at the workplace.

RMG is a certified BizSAFE Level 3 company, awarded by the Workplace Safety & Health Council Singapore based on an independent audit by a Ministry of Manpower approved BizSAFE Auditor. RMG conducts regular workplace safety and health trainings. E-learning programmes were also developed to ensure that all staff are orientated to workplace safety and health knowledge. The safety and health committee provides oversight for staff-related incidents.

For employee wellness, all staff have access to Employee Assistance Programme (EAP) which includes a free helpline and confidential counselling service to address personal or work-related problems directly with a counsellor or referred specialist.



### Training and Education <sup>(404)</sup>

Our staff are part of our human capital whose competencies are fundamental to RMG's operational effectiveness. We aim to develop their potential to drive innovation and organisational excellence.

As an employer, we find ways to truly engage our staff to support them in delivering in the future. We strongly believe in developing our people by growing our own timber. We will continue to invest in developing all staff – both through the specific knowledge and skills they need to do their jobs. Building world-class staff and capabilities will not only help our business but also support our brand.

RMG has a tailored training and development support for its diverse workforce via the structured Total Learning Plan for all staff, developed through a transparent, systematic Learning Needs Analysis process. Staff are valued for their performance and competence on the job, and the management focuses on helping staff identify their core strengths, along with raising their knowledge and skill levels. This is done through various training initiatives such as professional coaching, mentoring, on-the-job training, cross-training in multiple functions, as well as job rotation.

## Raffles Healthcare Institute

Raffles Healthcare Institute (RHI) was set up on 1 July 2013 with the objectives of supporting RMG's growing manpower development needs, and contributing to training of local and foreign healthcare professionals to increase competency and professionalism.

As the training arm of RMG, the RHI leverages on the expanding base of clinical and management expertise and resources of Raffles Hospital and the network of specialists, family medicine and dental clinics.



## Developing Healthcare Professionals

In 2017, RHI opened its training programmes to international students and external participants. A total of 94 international students attended the Institute's overseas nursing education programme, where they gained knowledge on integrated approach to clinical reasoning and analytical skills to recognise and evaluate patient outcomes.

Locally, the Institute extended training on life support courses such as Basic Cardiac Life Support (BCLS), Automated External Defibrillator (AED), First Aid Awareness and Standard First Aid to its corporate clients and healthcare professionals where more than 4,000 participants have benefitted.

The local outreach and international exchange programme exemplifies the enduring commitment of the Institute to contribute to the development of healthcare professionals, with the goal of improving the quality of healthcare.

In addition, its institutionally-based group practice model affords a structure of clinical leadership and governance and a membership of medical staff which supports teaching and education.

As a private healthcare institution, RMG is also able to value add to the educational experience of each student / trainee by providing not only clinical experience but also exposure to private sector standards of service excellence and business management.

RHI brings together all the training initiatives and activities for medical, dental, nursing, allied health, and healthcare management under one umbrella. For ease of reference, RHI has organised the training programmes under the following categories:

- Medical / Dental
- Nursing
- Allied Health
- Healthcare - General and Management
- Life Support Training

RHI currently offers programmes in continuing medical education, clinical attachments for nursing and allied health students and trainees, and courses and workshops related to clinical skills, patient safety, service quality, healthcare management, and professional and continuing education.

As we grow as a Group, we are constantly creating opportunities for staff to grow with us through continuous training and professional development. Staff are given the opportunity to upgrade their qualifications through sponsorship and there are clear pathways for them to assume greater responsibility such as managers and directors roles.

In 2015, we implemented a customised nursing foundation programme, namely Nursing Graduate Residency Programme (NGRP) to engage all our nursing staff (all new and existing nurses) in lifelong learning and at the same time, develop novice nurses to advance clinical practice nurses.

**SOCIAL**



## LOCAL COMMUNITIES <sup>(413-1)</sup>

### Charity and Community Investment

RMG strives to be a good corporate citizen and has developed various Corporate Social Responsibility (CSR) programmes over the years. One such initiative is the creation of a charity organisation, Asian Medical Foundation (AMF) in 2003. AMF was initially founded by a group of doctors and nurses from RMG. It reaches out by serving the medical and healthcare needs of the poor and the under-privileged in the Singapore community. Beyond AMF, RMG also supports various worthy causes.



### Pledge of \$1 million by RMG to the National Kidney Foundation

As part of the Group's 40<sup>th</sup> anniversary in 2016, RMG pledged a donation of \$1 million to the National Kidney Foundation (NKF). The donation will go towards the setting up of the Raffles-NKF Renal Wellness Centre at Raffles Specialist Centre as well as a Raffles-NKF Peritoneal Dialysis & Wellness Centre at Block 109 Whampoa Road.

RMG and NKF signed the Memorandum of Understanding on 28 August 2017. Of the pledged donation, \$400,000 was disbursed in August 2017 for the Raffles-NKF Peritoneal Dialysis & Wellness Centre.



### Memories Café

Through AMF, RMG continued to support the Alzheimer's Disease Association (ADA) for the second year via the Memories Café. Started in May 2016, this social event provides a change in environment for caregivers and persons with dementia (PWD) to share their experiences in a safe and supportive setting. In the first hour of the programme, community artists, volunteers and staff lead in activities such as sing-along sessions and musical performances. This is followed by an hour of social interaction over drinks and snacks among PWD, caregivers and customers at a café.



### Zion Home for the Aged

The Zion Home for the Aged is a shelter and home for aged females that was established in 1979 by Zion Presbyterian Church. 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. When necessary, elderly patients who require further specialist consultations are referred to Raffles Hospital for X-rays, laboratory tests and medication by specialist doctors at no expense.



**PCF Sparklecare**

RMG staff makes monthly visits to two PCF Sparklecare centres in Simei and Yew Tee. While there, they interviewed, consulted and examined the elderly dementia and stroke patients together with PCF’s physiotherapists and occupational therapists to determine adjustments with their rehabilitation programmes onsite.



**Health Screening**

As colorectal cancer continued to be one of the leading cancer in Singapore, RMG offered free Faecal Occult Blood Test (FOBT) kits to persons aged 50 years and above for 2017. The kit could be collected from Raffles Hospital and all Raffles Medical clinics island wide. A total of 130 persons underwent the screening. Those who are found to have blood in their stools are encouraged to further do a colonoscopy or gastroscopy with packages that can be fully covered by Medisave.

In conjunction with Breast Cancer Awareness Month in October 2017, RMG offered discounted mammogram screening packages. A total of 3,392 packages were taken up between 1 October 2017 and 31 January 2018.



**MINDful Healthy Eating Programme**

RMG’s dietitians developed a month long programme for Movement for the Intellectually Disabled of Singapore (MINDS) Woodlands. The programme aimed to equip the special needs children with healthy eating knowledge as well as basic cooking skills - life skills that can benefit them.



**Raffles Gives Back**

Responding to call for donation of equipment and items for Zion Home for the Aged and Bethesda Care and Counselling Services Centre, the enthusiastic staff of RMG raised \$8,440 under the auspice of AMF in just two days.



**Community 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 the doctors are also involved in running clinics for foreign workers on a regular basis.

## EDUCATION

### Scholarship

We provide a wide range of scholarships and sponsorships for both pre-service and in-service staff. This has raised the knowledge and skill level of the workforce as a whole, leading to better patient experience and outcomes.

Since its inception in 2012, the Group's Scholarship programme has been extended to 32 students. From 2016 to 2021, another \$4.2 million has been set aside for 40 additional scholarships which will be given to both local and foreign students to pursue nursing, pharmacy, diagnostic radiography, occupational therapy or business management courses.

In addition, the Group has granted scholarships and bursaries as well as invested in staff pursuing degree courses, master programmes as well as other upgrading training over the years.

### Bursary Award

Introduced in 2011, the Raffles Medical Group Bursary provides financial assistance to the Group's staff for their children's education, thus giving them a head start in their life and career. Since then, a total of 66 bursaries have been awarded, benefitting a total of 47 staff and 66 children.



### Supporting Our Young

Mr Hamzah Bin Talip (pictured far left) who serves as Concierge in Raffles Hospital, is one of the many beneficiaries. He is grateful for the introduction of the RMG Bursary Awards. He shared that his family had benefitted as the bursary were utilised for his two children's schooling necessities, such as textbooks and stationery. With the assistance received, the family was able to put the funds to good use.



## CLINICAL TRAINING AND INTERNSHIPS

Through the Raffles Healthcare Institute, 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, RMG partners with 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. Through which, students and trainees gained not only clinical experience in a private setting, but also exposure to private sector standards of service excellence and business management. Through this, RMG contributes to the capacity for healthcare manpower development to meet the critical skills needs of the country.

RMG has expanded its training to corporate clients as well as healthcare professionals. In 2017 alone, more than 4,000 participants attended Life Support courses such as Basic Cardiac Life Support, Automated External Defibrillator, First Aid Awareness, and Standard First Aid.

## CUSTOMER PRIVACY <sup>(418-1)</sup>

Patient confidentiality is an important aspect of healthcare and the Group strives to maintain that. On top of that, RMG has clear policies pertaining to PDPA drawn up since 2014. The Group ensures it obtains patient consent for collection, use and disclosure and processing of personal data for healthcare related use only. We work closely with third parties who support the healthcare delivery (including insurance companies and other healthcare companies) to ensure compliance to the RMG PDPA 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. RMG's privacy statements can be found on the corporate website ([www.rafflesmedicalgroup.com](http://www.rafflesmedicalgroup.com))

The IT department and the Medical Record Office manage secure databases to safeguard personal data and patient records. RMG adheres to security best practices in the Healthcare and Financial Institutions industry. The Group has been audited using the Monetary Authority of Singapore Technology Risk Management Framework. The Group engages Managed Security Services Providers to counsel the Group accordingly. RMG staff undergo orientation, e-learning and are regularly updated on the latest cybersecurity threats and best practices.

In line with the PDPA act, 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.

## COMPLIANCE <sup>(419-1)</sup>

The Group is committed to comply with all the statutory and regulatory requirements. Management makes regular and periodic reports and updates to the Ministry of Health, 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.

RMG is committed to exercise the utmost vigilance wherever its products and services are involved, whether or

not they are distributed by one of its distribution channels. This vigilance extends to third party products and services where, for example, the Group 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: (a) Personal Data Protection Act; (b) Anti-bribery and Anti-corruption; (c) Anti-Money Laundering; (d) Information security and cyber risk awareness; and (e) Global Fraud Prevention.

## SOCIOECONOMIC COMPLIANCE <sup>(419-1)</sup>

As a responsible and a leading provider of integrated healthcare services, the Group is committed to work closely with government agencies and regulators to comply with the statutory and regulatory requirements in the regions that the Group operates.

Management is committed to make regular periodic reports and updates to the Ministry of Health, Ministry of Manpower in Singapore as well as other relevant government agencies and regulatory bodies in the regions that the Group operates.

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.

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

## GRI Content Index

### 'In accordance' – Core

*NOTE: Disclosures marked in green are core to report*

The GRI Content Index references to the Raffles Medical Group Sustainability Report 2017 and the Annual Report 2017 (AR).

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102-4	Location of operations	p. 4
102-5	Ownership and legal form	p. 2
102-6	Markets served	p. 4
102-7	Scale of the organisation	p. 5
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102-9	Supply chain	p. 8
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## GRI Content Index

### 'In accordance' – Core

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# *Raffles*MedicalGroup

Company Registration No.  
198901967K

585 North Bridge Road  
Raffles Hospital #11-00  
Singapore 188770  
Telephone : (65) 6311 1111  
Fascimile : (65) 6338 1318

[www.rafflesmedicalgroup.com](http://www.rafflesmedicalgroup.com)