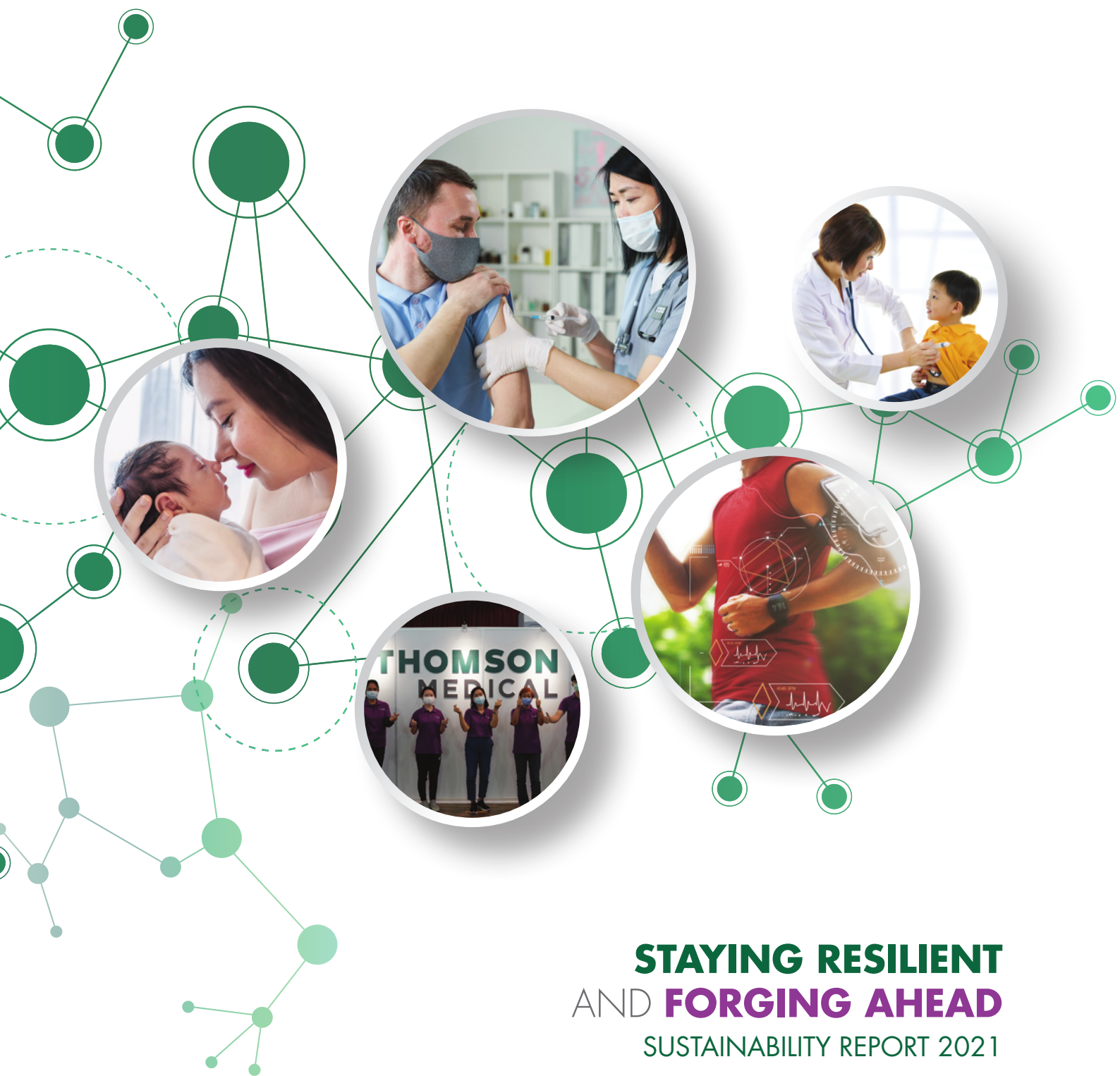


*Celebrating Life*



**STAYING RESILIENT**  
AND **FORGING AHEAD**  
SUSTAINABILITY REPORT 2021

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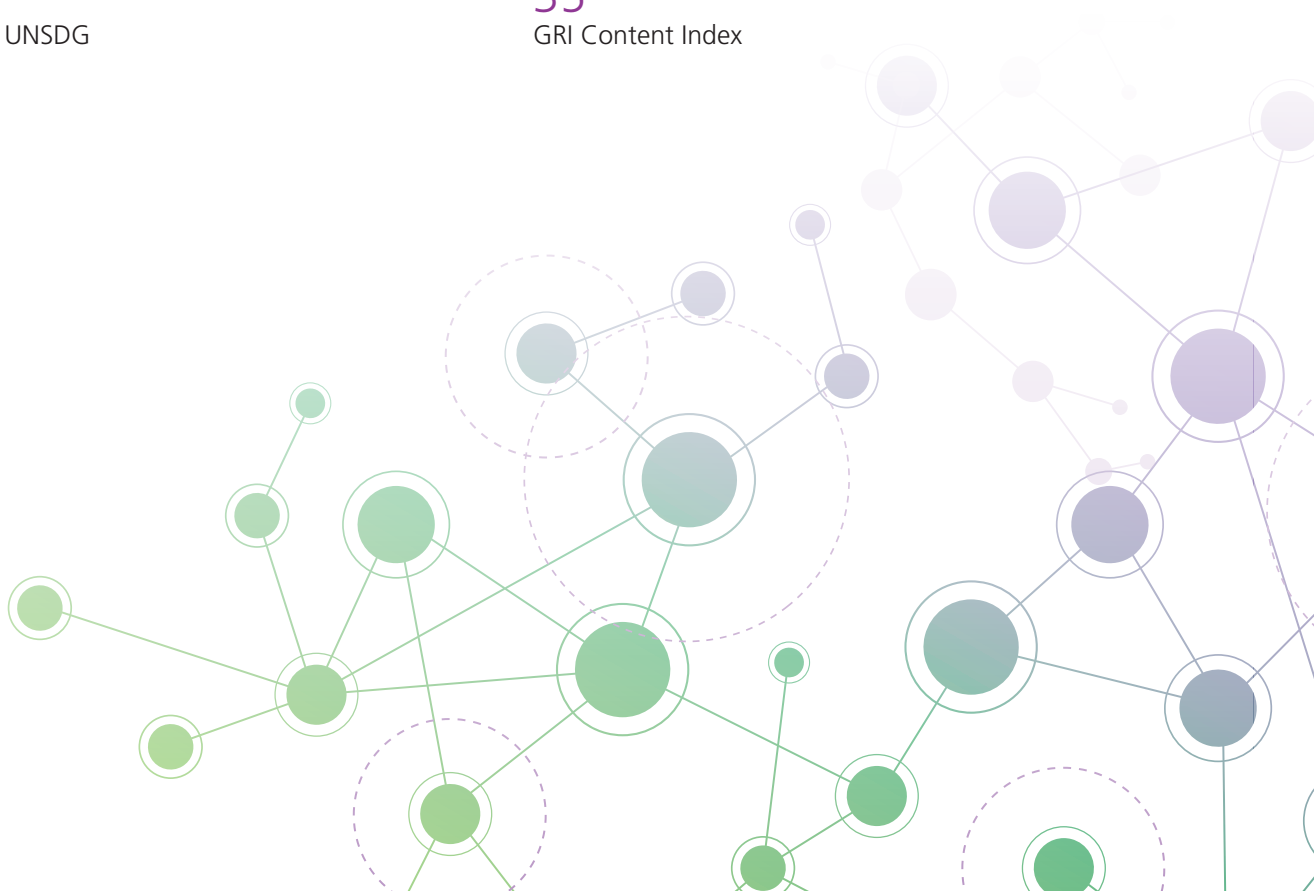
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## VISION

To be the provider of choice for integrated healthcare solutions across Asia.

## MISSION

We aim to create better lives for people through innovative, unique and sustainable integrated solutions – delivering exceptional healthcare services solutions of the highest quality.

## CORE VALUES

### I.C.A.R.E

#### INTEGRITY

We serve with the highest standards of ethical conduct

#### COMMITMENT

We are committed to contributing our best to society and the organisation and achieving service excellence

#### ACCOUNTABILITY

We take ownership and responsibility for our actions

#### RESPECT

We treat our customers with respect and dignity. We learn from those more knowledgeable than us

#### EMPATHY

We care for our patients, doctors, customers and employees. Of paramount importance is their well-being and we will always respond with compassion

## BRAND PROMISE

### D.E.L.I.V.E.R

#### DELIGHT

Delighting by exceeding expectations

#### EMPATHISE

Caring with compassion

#### LEARN

Learning and adopting best practices

#### INNOVATE

Creating unique, relevant and integrated services

#### VALUE-ADD

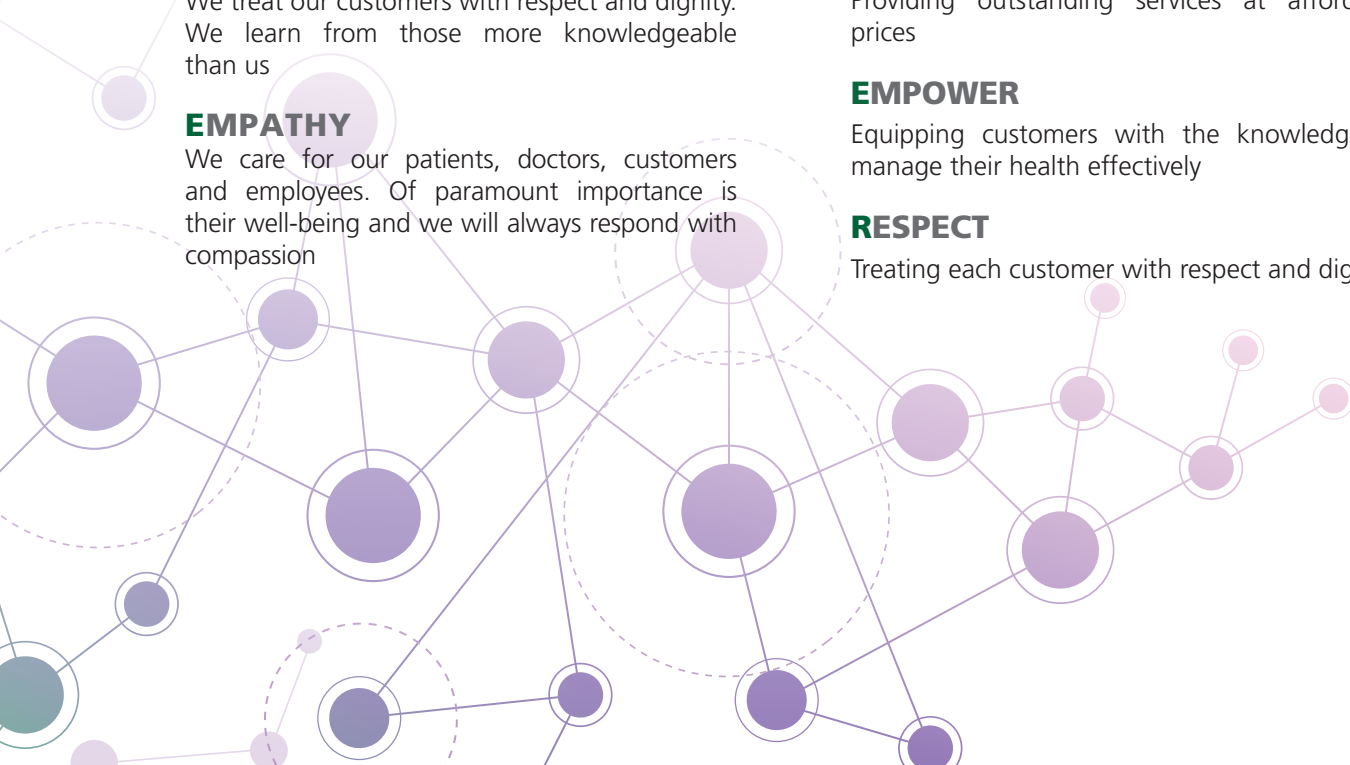
Providing outstanding services at affordable prices

#### EMPOWER

Equipping customers with the knowledge to manage their health effectively

#### RESPECT

Treating each customer with respect and dignity



## ABOUT THE REPORT



Welcome to our 3<sup>rd</sup> annual sustainability report. This report highlights our Environmental, Social and Governance ("ESG") approaches and results for our hospital operations in Singapore.

Contents of this report cover material sustainability issues based on stakeholder engagement across Thomson Medical Pte Ltd ("TMPL", "we", "us", and "our") that could influence the value we create for our stakeholders.

Information on the sustainability of our operations in Malaysia is published separately in TMC Life Sciences Berhad ("TMCLS") 2021 Sustainability Report.

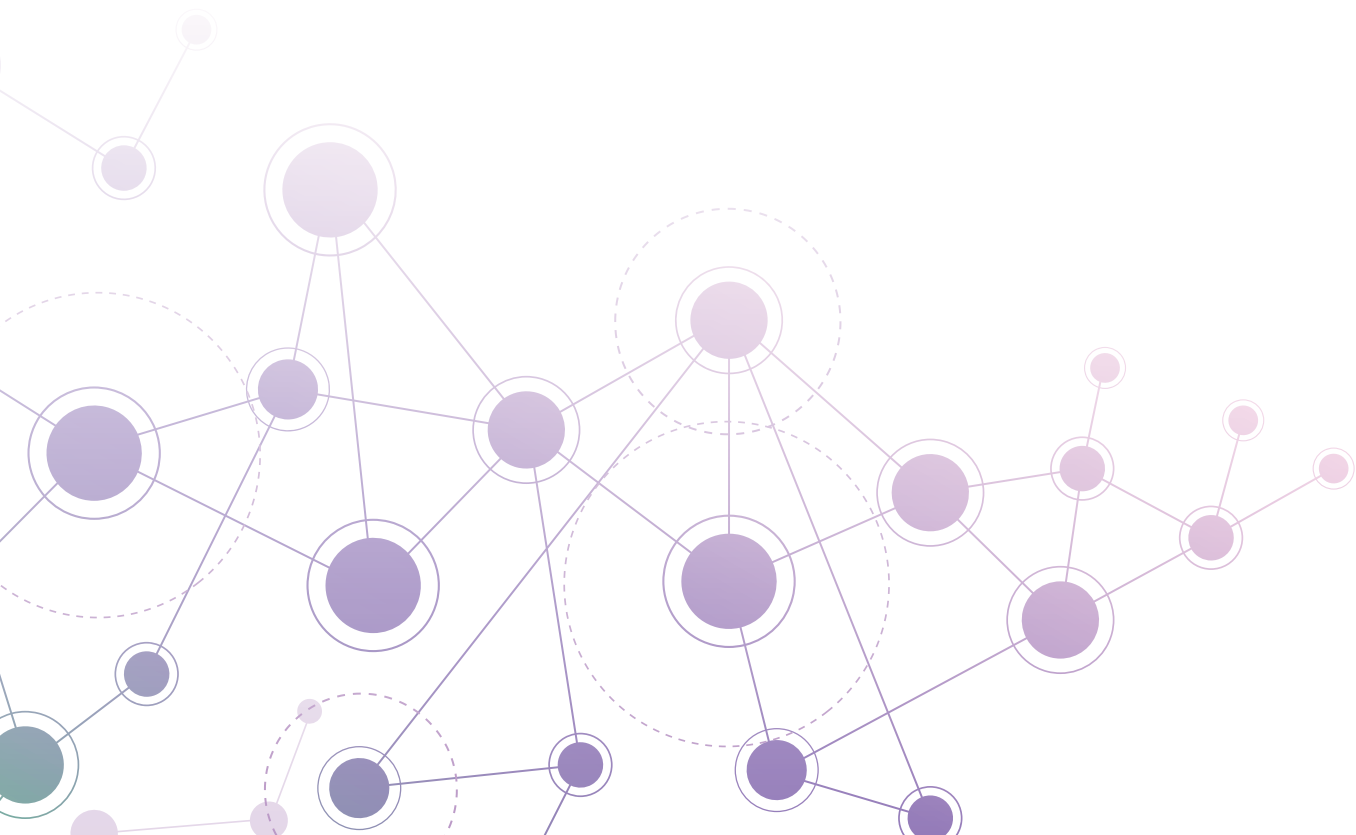
This report is prepared in accordance with Rule 711A and 711B of the Singapore Exchange Securities Trading Limited ("SGX-ST") Mainboard Listing Manual and guidelines set out in SGX-ST's Practice Note 7.6 Sustainability Reporting Guide.

This report is prepared in accordance with the Global Reporting Initiative ("GRI") Standards – Core Option and its reporting principles in the preparation of this report. The GRI standards were selected as it is an internationally recognised and widely adopted reporting framework that provides guidance best suited for our business model.

### SUSTAINABLE DEVELOPMENT GOALS

We believe in the importance of Sustainable Development Goals ("SDGs") as adopted in 2015 by the United Nations ("UN") and member countries in achieving a sustainable future for everyone. As such, we have mapped our activities to SDGs pertinent to us.

We greatly value your feedback on our sustainability practices. Please share your ideas and feedback with us at [ir@thomsonmedical.com](mailto:ir@thomsonmedical.com).





# ABOUT THOMSON MEDICAL GROUP

Listed on the Mainboard of the Singapore Exchange, the Group is one of the leading listed healthcare players in the South-East Asian region with operations in Singapore and Malaysia. The Group's healthcare business includes Thomson Medical Pte Ltd and TMC Life Sciences Berhad. Another developing business is the Vantage Bay Healthcare City which is currently under planning stage.

Headquartered in Singapore, the Group's regional footprint, comprising two hospitals and a network of specialist medical clinics across Singapore and Malaysia, is supported by a diverse talent pool of over 1,500 healthcare professionals that are committed to delivering Thomson Medical's trusted brand of care to generations and beyond.

## THOMSON MEDICAL PTE LTD ("TMPL")

Established in 1979, TMPL is one of the largest private providers of healthcare services for women and children in Singapore. It owns and operates the iconic Thomson Medical Centre ("TMC") as well as a network of specialist medical clinics and facilities providing outpatient women and children healthcare services and service offerings in diagnostic imaging, health screening, fertility, breast and gynaecological oncology, dentistry, specialist dermatology, traditional Chinese medicine, musculoskeletal and sports medicine, medical aesthetics, and counselling and specialised learning for children with learning difficulties.

Through the years, TMC continues to deliver quality care and service to patients through our Thomson Touch. As we grow and expand, we continue to develop lasting alliances with our patients and their families, to be a trusted healthcare partner through their entire life journey.

## TMC LIFE SCIENCES BERHAD ("TMCLS")

The Group's operations in Malaysia under TMCLS is a multidisciplinary healthcare company listed on Bursa Malaysia. It operates Thomson Hospital Kota Damansara, a tertiary hospital located in Kota Damansara, and the award-winning TMC Fertility Centre which is the industry leader in assisted reproduction in Malaysia. The expansion project for the construction of a 330-bed new wing at Thomson Hospital Kota Damansara has been completed and is scheduled to commence operations in the 3rd quarter of FY2022. Information on TMCLS will be disclosed separately in its annual report at <https://www.tmclife.com/annual-report/>.

## VANTAGE BAY HEALTHCARE CITY ("VBHC")

Sited on 9.23ha freehold waterfront land in Johor Bahru's City Centre, VBHC is envisioned to be a proposed designed first-of-its-kind integrated medical, education and wellness hub. VBHC comprises a medical hub including three hospitals and a long-term care facility, a wellness hub providing therapeutic care and lifestyle-related services, including age-friendly assisted-living residences and an education and training hub which comprise a medical training institute and teaching hospital. This is the first fully-integrated health sciences platform to be developed in the region.

Our core values reflect what is truly important to us as an organisation and these are key drivers to our approach towards sustainability and how these are integrated into our commitment towards business, operational and service excellence.



## PERFORMANCE HIGHLIGHTS

### PATIENT EXPERIENCE



**24:1**

Compliments to complaints ratio



Choice hospital again

**98%**

selected "definitely" and "likely"



Patient satisfaction

**99%**

selected "much better than expected" and "better than expected"



Recommend TMPL to friends

**98%**

selected "definitely" and "likely"

### EMPLOYEES



**31**

Average training hours for nursing staff

### HEALTH AND SAFETY



**ZERO**

Workplace fatalities



**ZERO**

High-consequence work-related injuries



**ZERO**

non-compliance incidents concerning health and safety impacts

### GOVERNANCE



**ZERO**

non-compliance incidents with environmental laws and other relevant laws



**1**

complaint concerning breach of customer privacy and data loss

### ATTAINMENT OF 3 ISO CERTIFICATIONS



- o ISO 9001-Quality Management
- o ISO 45001-Occupational Health and Safety Management
- o ISO 14001-Environmental Management

### Economic Performance

The Group's economic performance for the reporting period has been disclosed in the Annual Report. Please refer to the Financial Contents section of the Annual Report for more information.

# MESSAGE FROM THE CHAIRMAN

## Dear Stakeholders,

As we progress through another year, the Group takes yet another step forward in our journey to make sustainability the cornerstone of our vision, mission, and core values. Our sustainability report shares the progress and efforts TMPL has made towards contributing to the United Nations Sustainable Development Goals (“**UNSDG**”) – as we strive towards becoming a leading healthcare services provider so as to provide the best care for our patients, their families and the communities we serve. We have thus aligned our sustainability efforts to include and go beyond Sustainable Development Goal 3: Good Health and Well-being, and review our business strategy against other global priorities which this report sets out to chart our journey to address some of the world’s biggest sustainable development challenges.

## SUSTAINABILITY APPROACH

As the COVID-19 pandemic continues to leave indelible changes on the way we live and work, it has also elevated the importance of sustainability to build a healthier world for the next generation and beyond. To this end, the Board is committed to oversee the Group’s sustainability strategy and will continue to implement practical initiatives that support a more sustainable future for all stakeholders.

Guided by the Board, the Group’s Sustainability Steering Committee (“**STC**”) and Sustainability Task Force (“**STF**”) have implemented organisation-wide sustainability programmes aligned with our core values. We regard UNSDGs as important reference points to determine our material ESG topics and continuously refine our sustainability approach in alignment with the UNSDGs to shape the business towards achieving these goals.

## STAYING RESILIENT AGAINST COVID-19

Although COVID-19 presented many challenges for the Group, I am proud that our people showed their true mettle by remaining resilient and agile in the face of the pandemic. We continued to deliver high-quality healthcare to our patients, ensured the safety of our employees and visitors, and maintained the viability of the business. Our Emergency Preparedness Plans and experience in managing SARS and H1N1 allowed us to effectively respond to the pandemic and safely continue to deliver quality care to our patients as we navigated through the COVID-19 pandemic.



To ensure the safety of vulnerable patients, TMPL established external treatment and isolation facilities outside the hospital’s premises to segregate and manage patients with risk factors including fever and respiratory symptoms. Through the effective management, ongoing training and deployment of Personal Protective Equipment supplies, we ensured that our frontline employees operated in a safe working environment, over the protracted pandemic. To mitigate the transmission of the virus among back-office employees, a combination of safe distancing, split team and staggered working arrangements, routine Antigen Rapid Tests, and work from home policies where possible were mandated. Supporting the fight against COVID-19 in Singapore, we operationalised three Vaccination Centres, and deployed our healthcare workers to serve at Community Care Facilities and managed COVID-19 serology operations at migrant worker dormitories.

## SUPPORTING INNOVATION AND PROGRESS

Through the hard work of our teams, I am pleased to report that we have successfully obtained certifications for the International Standards Organisation (“**ISO**”) for Quality (ISO 9001), Environmental (ISO 14001) and Occupational Health & Safety (ISO 45001) during the year. This triple ISO certification is a recognition of TMPL’s efforts and compliance in establishing quality and consistent standards in these areas throughout the organisation, as we deliver quality care to all our patients.

## MESSAGE FROM THE CHAIRMAN

On the digital front, we have embarked on work to implement an Electronic Medical Records (“**EMR**”) system scheduled to go live by FY2023. Once operational, we will be able to progressively harness the benefits of big data to provide better care and enhance the quality of our patient experience.

Recognising that the future of healthcare will be driven by technology, new areas of medical innovation, and healthcare products and services, we established Thomson X (“**TX**”) to chart the Group’s technology roadmap and unlock new growth areas. Synergising HealthTech with the Group’s physical healthcare network provides an unprecedented opportunity to relook at the way we deliver care, improve patient outcomes through more personalised medicine, and drive cost efficiency at all levels.

### SUPPORTING THE ENVIRONMENT

Environmental sustainability is a top priority for TMPL as an operator of hospitals and speciality clinics. We continue to make progress in delivering environmentally sustainable outcomes with initiatives targeting the reduction of energy and water use, reducing wastage and single-use resources. These initiatives build on Thomson Medical Centre’s achievement in obtaining the Building Construction Authority (“**BCA**”) Green Mark certification in September 2020, as we continue to uphold standards towards a sustainable future.

### SUPPORTING THE COMMUNITY

Working around safe management measures during the pandemic, we continue our efforts in educating parents and parents-to-be through webinars where our experts share their knowledge about parenting, pregnancy, fertility, and children’s health. In line with our growing business, we also work with partners to broaden our range of education topics to include women’s health, breast cancer, urinary incontinence, COVID-19 vaccinations and raising awareness on childhood myopia. As a leader in fertility, we also continue to partner I Love Children to sponsor fertility health screening to couples, in a bid to raise the importance of understanding fertility and making informed family planning decisions.

### APPRECIATION

On behalf of the Board, I would like to take this opportunity to thank our doctors, nurses and staff who have worked tirelessly through these challenging times to continue to deliver the best care to our patients. I would also like to express thanks to all our stakeholders who have been supporting us as we forge ahead with our commitment towards a healthier and more sustainable future. As the Group continues to grow from strength to strength, I am confident that the sustainability initiatives and goals we have defined will guide us into a brighter and healthier future.

**NG SER MIANG**

**Chairman, Non-Executive and Independent Director**



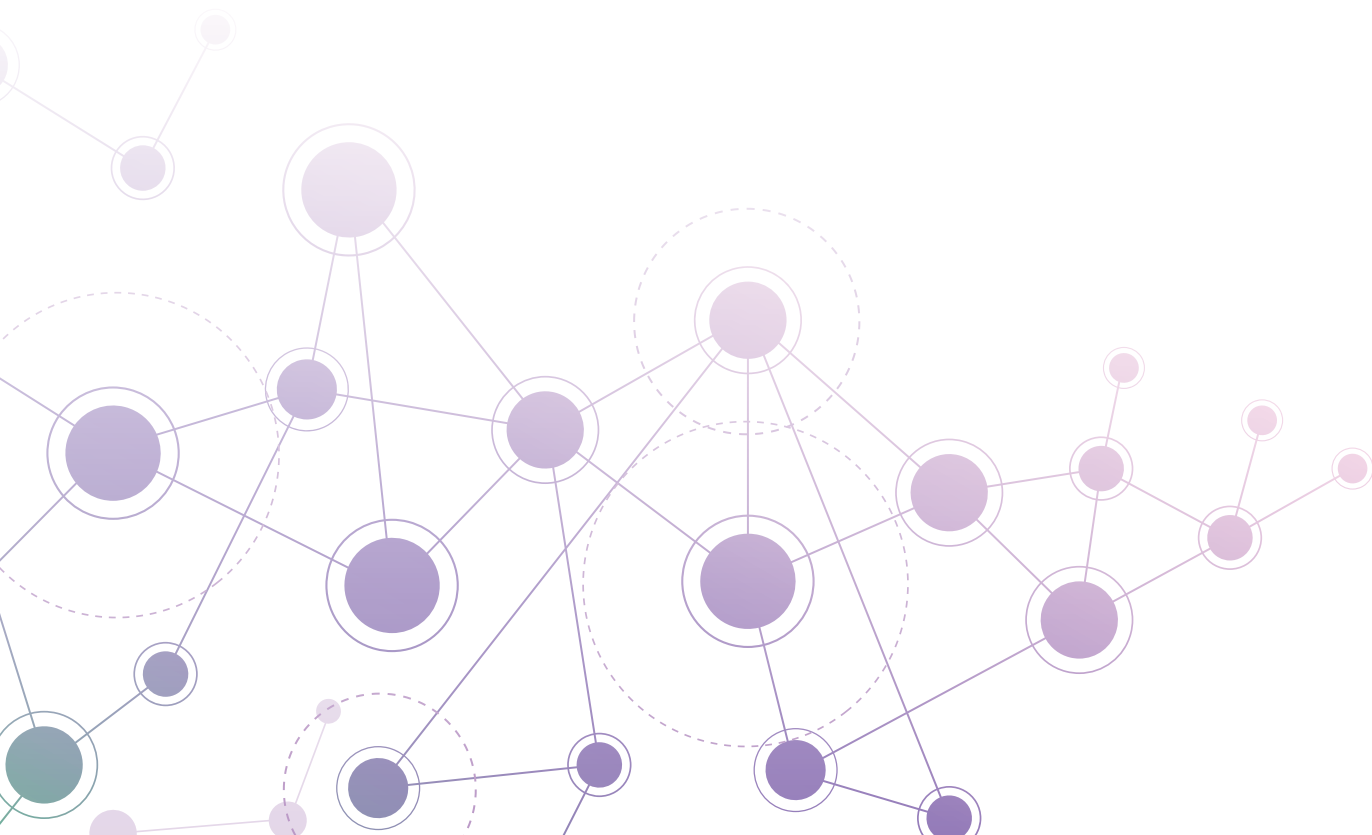
## BOARD STATEMENT

The Board of Directors (the “**Board**”) is pleased to present TMPL’s Sustainability Report for the period of 1 July 2020 to 30 June 2021. The Board believes that the embodiment of fundamental tenets of sustainability within TMPL’s business strategy is critical to safeguard the long-term success and progress of the Group as a leading healthcare provider.

Sustainability continues to be an essential part of our strategy to foster innovation and create long-term value for our stakeholders. To provide a dedicated focus on sustainability, a Sustainability Steering Committee (“**STC**”) and Sustainability Task Force (“**STF**”) is in place to implement organisation-wide sustainability programmes which are aligned with TMPL’s core values and sustainability goals. As the Board oversees the development of the Group’s vision and mission, it ensures that sustainability goals are integrated into all our business operations in Singapore, validates the topics identified through the materiality assessment process and the STC and STF in the monitoring and performance of these material topics.

In addition, we are pleased to report that we have successfully obtained certifications for the International Standards Organisation (“**ISO**”) for Quality (ISO 9001), Environmental (ISO 14001) and Occupational Health & Safety (ISO 45001) during the year. This triple ISO certification is a recognition of TMPL’s efforts and compliance in establishing quality and consistent standards in these areas throughout the organisation, staying true to the ethos behind what we do.

This report encapsulates our overarching approach towards ESG risks and opportunities, and the sustainability performance of our healthcare operations in Singapore. We believe that with the achievement of our sustainability goals, we are well-positioned to bring sustainable value to our stakeholders and contribute positively to the growth of our environment, community and society.







# GOVERNANCE AND SUSTAINABILITY APPROACH

## Sustainability Approach

TMPL's sustainability approach closely aligns with our long-term vision to be the provider of choice for integrated healthcare solutions across South East Asia. We strive to create long-term value to our stakeholders through a holistic approach. We are committed to providing accessibility to a wide range of healthcare services and products, innovating unique and relevant services, delivering value and quality and contributing to the community.





Our core values of Integrity, Commitment, Accountability, Respect, and Empathy shape our approach towards sustainability. They guide us in the development and alignment of our initiatives with the prioritised material Environmental, Social and Governance ("ESG") topics to our stakeholders and seven (7) SDGs. In 2021, our core values continue to align our commitment to prioritise health and safety, compliance with laws and regulations and the management of our footprint on the environment in the review of our sustainability initiatives.

The table below outlines the alignment of TMPL's position and initiatives against our prioritised SDGs.


UN SDGs	TMPL's Position	TMPL's Initiatives
 <p>Goal 3: Ensure healthy lifestyle and promote well-being for all at all ages.</p>	<p>TMPL's core business is in promoting healthy lifestyle, safety, and well-being for all, including both customers and employees.</p> <p>TMPL is also committed to retaining its employees, and providing a healthy and safe workplace.</p>	<ul style="list-style-type: none"> <li>• Attained ISO 9001 Quality Management System Certificate in 2021</li> <li>• Attained ISO 45001 Occupational Health and Safety System certification</li> <li>• Developed a Service Excellence Framework and Quality and Patient Safety Framework</li> <li>• Established Emergency Preparedness for Disease Outbreak Hospital Administrative Policy to provide measures and operational actions to prevent infectious disease transmission in the hospital</li> <li>• Implemented a comprehensive response to COVID-19 pandemic, with strict policies include training and awareness programme</li> <li>• Put in place stringent use of personal protective equipment and COVID-19 testing for all employees and partners</li> <li>• Alignment with International Patient Safety Goals</li> <li>• Regular Hand and Food Hygiene Audits</li> <li>• Compliance with Workplace Safety Act</li> <li>• Continually inculcating the reporting culture guided by the Hospital Occurrence Reporting Policy to recognise, report, investigate and respond to incident occurrences</li> <li>• Regular health and safety awareness programme, trainings and campaign, include fire safety trainings</li> <li>• Implemented employee vaccination programmes</li> <li>• Launched Thomson Kids, a dedicated specialised learning centre to help children with learning difficulties</li> <li>• Established Thomson X to bring greater experiences to patient and their families through improve connectivity and personalisation of patient care</li> <li>• Developing Electronic Medical Records System which will be implemented by FY2023 to improve the quality of care by reducing medical errors, providing an effective means of communication, sharing information between healthcare providers</li> </ul>
 <p>Goal 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.</p>		



## GOVERNANCE AND SUSTAINABILITY APPROACH

UN SDGs	TMPL's Position	TMPL's Initiatives
		<ul style="list-style-type: none"> <li>Regular audits conducted by internal auditors against National Infection Prevention and Control Standards</li> <li>Set up of new department, Health Information Management Service to support data-driven performance management journey</li> </ul>
 <p>Goal 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.</p>	TMPL is committed to training its workforce to promote access to technical skills for employment.	<ul style="list-style-type: none"> <li>Conducted Thomson Touch Service Training Program throughout the year</li> <li>Provided general training, competency-based training and specialty training to employees according to their roles</li> <li>Organised virtual babycare classes, childbirth education, hospital tours and providing telehealth solutions</li> <li>Organised webinars on fertility and treatment options</li> <li>Partnered with multiple organisations to provide awareness and education towards improving the lives of women and children on topics such as breast cancer and cervical cancer</li> </ul>
 <p>Goal 7: Ensure access to affordable, reliable, sustainable and modern energy for all.</p>	<p>TMPL strives for energy efficiency to reduce reliance on fossil fuels.</p> <p>TMPL is also committed to:</p> <ul style="list-style-type: none"> <li>supporting responsible management of waste and</li> <li>mitigating climate change by reducing its carbon footprint through energy efficiency initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>Attained ISO 14001 Environmental Management System Certification</li> <li>Weekly kitchen and food hygiene audits carried out based on the Singapore Food Hygiene Standards set by Singapore Food Agency</li> <li>Weekly pest control inspection conducted to be in compliance with the Control of Vectors and Pesticide Act</li> <li>Weekly monthly cooling towers inspection conducted to be in compliance with the EPH Cooling Towers and Water Fountain Regulations</li> <li>In-door Air Quality conducted once in every three years based on SS554 Code of Practice for IAQ of Air Conditioned Buildings and aligned with Workplace Safety and Health Guidelines</li> <li>Conducted hand hygiene audits to comply with National Infection Prevention and Control Standards</li> <li>Implemented workplace vaccination measures in accordance with Ministry of Health Guidelines</li> <li>Obtained Green Mark certification in 2020</li> <li>Fitted variable speed drives in chillers and air handling units</li> <li>Continuous replacement of lightings to be retrofitted with LED lightings</li> <li>Installed low pressure water systems and high water-efficient products at the toilets in our facilities</li> <li>Biohazard waste management audits done periodically</li> <li>Conversion of paper-based patient experience feedback form to online platform</li> </ul>
 <p>Goal 12: Ensure sustainable consumption and production patterns.</p>		
 <p>Goal 13: Take urgent action to combat climate change and its impacts.</p>		

## GOVERNANCE AND SUSTAINABILITY APPROACH

UN SDGs	TMPL's Position	TMPL's Initiatives
 <p>Goal 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.</p>	<p>TMPL supports SDG 16 by establishing robust corporate governance policies and processes to comply to the rule of law.</p>	<ul style="list-style-type: none"> <li>• Implemented patient privacy and confidentiality data protection policy</li> <li>• Maintained code of conduct and ethics and whistleblowing process</li> </ul>

### Sustainability Governance

Building a sustainable business requires a collective effort across all levels of the organisation. At TMPL, we adopt an innovative and integrated approach to deliver long-term value for our stakeholders with oversight from the Board. In developing these solutions, our Sustainability Steering Committee, in consultation with the Board, look for ways to improve our services and find sustainable ways to synergise our operations and execute these programmes through the Sustainability Task Force.







- Overseeing the Group's overall sustainability direction, approving the identified material ESG factors, and approving this Report.
- Managing and monitoring the sustainability performance with the support of the Sustainability Steering Committee and Sustainability Task Force.
- Formed by senior management and representatives from various departments.
- Overseeing the development and implementation of organisation-wide sustainability strategy.
- Reviewing, assessing and determining the sustainability strategy, material topics, scope, boundary, and prioritisation of issues to be included in this Report.
- Formed by representatives across functions.
- Implementing and executing the sustainability policies and practices as well as monitoring the sustainability performance.

# STAKEHOLDER ENGAGEMENT




At TMPL, we strongly believe that developing and maintaining strong and positive relationships with our stakeholders is a key requirement for ongoing success and ability to grow. We conduct frequent and regular engagement with our stakeholders to ensure long-term trust and accountability. These engagements enable us to understand and address the needs, concerns, and expectations raised by our stakeholders.

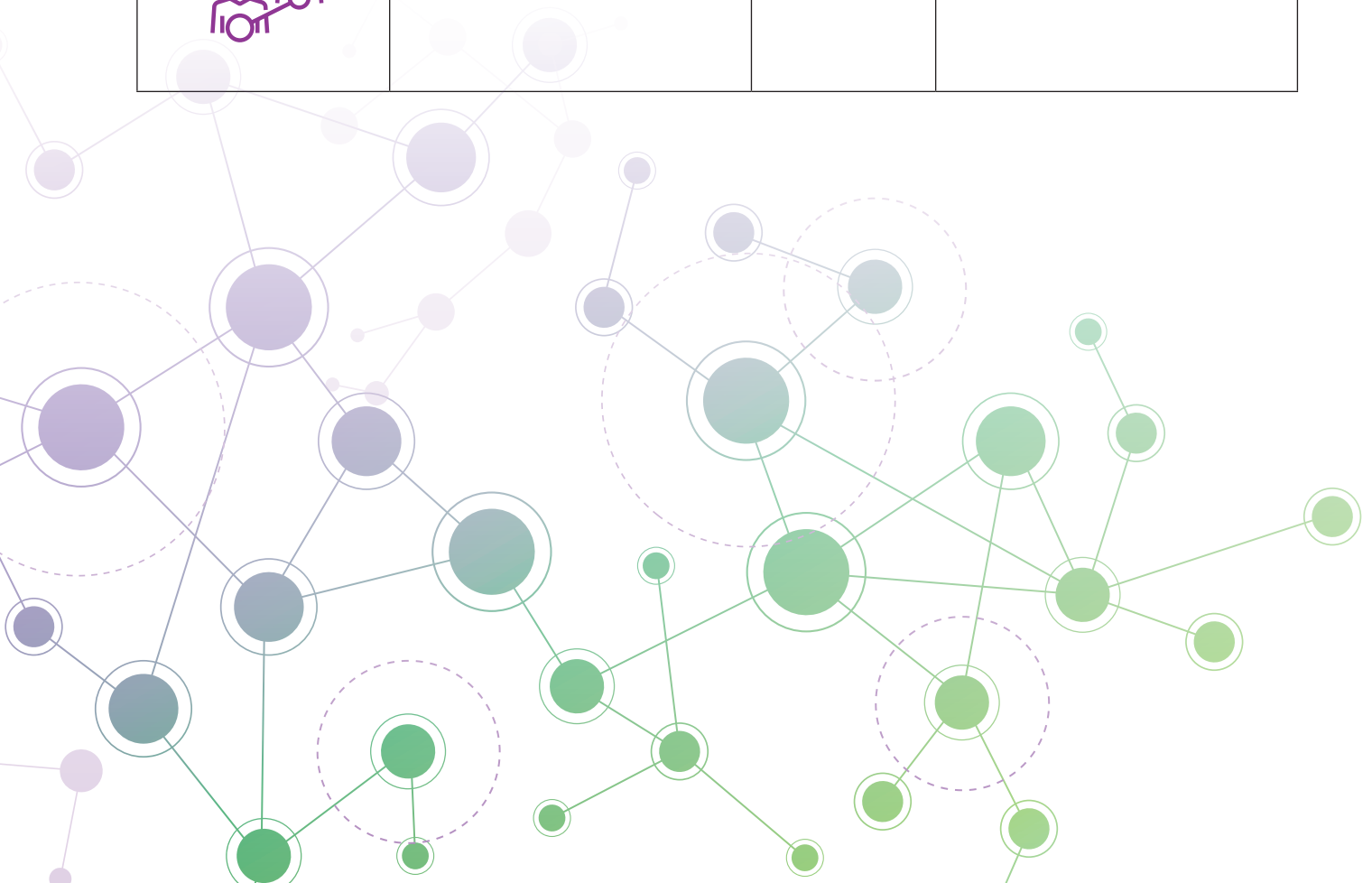
Our stakeholder groups are identified based on their level of influence and interest in TMPL's business activities. We have identified seven (7) stakeholder groups that we consider most pertinent to TMPL. Due to restrictions on group gatherings and physical meetings imposed during the COVID-19 pandemic, we maintained our stakeholder engagement efforts this year through virtual platforms.

Our key stakeholder groups and engagement methods are described in the following table:

Stakeholders Group	Forms of Engagement	Frequency	Key Focus Areas
<b>Employees</b> 	<ul style="list-style-type: none"> <li>Employee meetings</li> <li>Town halls engagement</li> <li>Intranet and newsletter</li> <li>Performance appraisals</li> <li>Social activities</li> <li>Senior Leaders' walk rounds</li> </ul>	Throughout the year	<ul style="list-style-type: none"> <li>Fair compensation and benefits</li> <li>Learning and career development opportunities</li> <li>Equal opportunities</li> <li>Occupational Health and Safety</li> <li>Employee well-being</li> <li>Resource planning</li> </ul>
<b>Customers</b>  (including patients and family members of patients)	<ul style="list-style-type: none"> <li>Customer satisfaction survey</li> <li>Corporate website and social media and digital platforms</li> <li>Customer hotline</li> <li>Ward rounds</li> <li>Hospital tours</li> </ul>	Daily	<ul style="list-style-type: none"> <li>Quality patient care</li> <li>Customer privacy and experience</li> <li>Customer service</li> <li>Service recovery prompt response for enquiries and feedback</li> <li>Clean and safe environment</li> <li>Transparency of pricing of services</li> </ul>
<b>Doctors</b> 	<ul style="list-style-type: none"> <li>Phone calls, e-mails and meetings</li> <li>Seminars and webinars</li> <li>Clinic visits</li> <li>Doctors' newsletter</li> </ul>	Throughout the year	<ul style="list-style-type: none"> <li>Clinical and service quality</li> <li>Continuing medical education</li> <li>Develop employee competencies to ensure safe care for their respective patient group</li> <li>Identify needs and provide seamless support</li> <li>Communication, promotion &amp; awareness of services</li> </ul>
<b>Shareholders</b> 	<ul style="list-style-type: none"> <li>Release of financial results and announcements, press releases and other required disclosures through SGXNet and TMG's corporate website</li> <li>Annual Report</li> <li>Annual General Meeting</li> <li>Extraordinary General Meeting</li> </ul>	Throughout the year	<ul style="list-style-type: none"> <li>Business and operations performance</li> <li>Business strategy and outlook</li> <li>Corporate governance</li> <li>Compliance with relevant laws and regulations</li> <li>Transparency and timely announcement</li> </ul>

# STAKEHOLDER ENGAGEMENT

Stakeholders Group	Forms of Engagement	Frequency	Key Focus Areas
<b>Government and Regulators</b> 	<ul style="list-style-type: none"> <li>• Reports of various performance and clinical indicators</li> <li>• Ongoing communication and consultation with the relevant authorities</li> </ul>	Throughout the year	<ul style="list-style-type: none"> <li>• Compliance with relevant laws and regulations</li> <li>• Prompt and accurate regulatory disclosures</li> </ul>
<b>Supplier and Contractors</b> 	<ul style="list-style-type: none"> <li>• Tenders, request for quotations and proposals</li> <li>• Site visits and meetings</li> <li>• E-mails</li> </ul>	Throughout the year	<ul style="list-style-type: none"> <li>• Business performance</li> <li>• Fair tender process</li> <li>• Competitive pricing</li> <li>• Good quality of goods and services</li> <li>• Occupational health and safety</li> <li>• Compliance with laws and regulations</li> </ul>
<b>Local Communities</b> 	<ul style="list-style-type: none"> <li>• Public education programmes and support for local non-profit organisations</li> </ul>	Throughout the year	<ul style="list-style-type: none"> <li>• Contribution to and engagement with the local community</li> </ul>






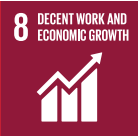






# TOPICS AND UNSDG

## MATERIALITY

Annually, we draw on insights from our key stakeholders, internal and external, groups through the various engagement channels to identify important issues to be addressed. We adopt a three-step materiality assessment process guided by the GRI Materiality Principles, to identify the ESG topics that are material to our business and stakeholders. We focus the disclosure of activities on our most material ESG topics in this report.

Based on these insights gathered and anticipating a shift in the main concerns of our stakeholders in light of the ongoing COVID-19 pandemic, we have conducted a re-assessment of our material topics. Based on our assessment, the material topics which were identified in the previous year remain relevant and therefore, have been maintained. In view of emerging global trends in environmental sustainability, we have enhanced our disclosures in this report to include energy, water conservation and waste management as material topics of increasing importance.

We have mapped these material topics to the UN SDGs to align our sustainability initiatives with global sustainable goals.

Material topics	UN SDGs
Patient Satisfaction	
Health and Safety	  
Employees • Training and Education	 
Environmental Management • Energy Conservation • Water Conservation • Waste Management and Compliance	  
Compliance with Laws and Regulations	

# PATIENT SATISFACTION



## GRI 103: Management Approach – Patient Satisfaction

### Our Approach

At TMPL, our patients are our priority as we aim to build long-term relationships with them and their families. We strive to provide our patients with memorable experiences, personalised to their diverse needs.

To encourage patients to make TMPL a choice healthcare provider, we have taken into consideration their needs, preferences and expectations. When patients have a good impression and experience of the quality of healthcare services at TMPL, they are likely to return and make recommendations to their families and friends. In addition to having a comprehensive range of services, we go the extra mile to innovate our services and create personalised treatment options for our customers.

Our Service Quality Committee (“**SQC**”) oversees patient experience, an indicator that measures the performance of TMPL. The SQC develops the Service Excellence Framework (“**SEF**”), executes customer service strategy, ensures consistency of service standards on-site and off-site and develops and spreads service improvement initiatives to enhance the overall patient experience.

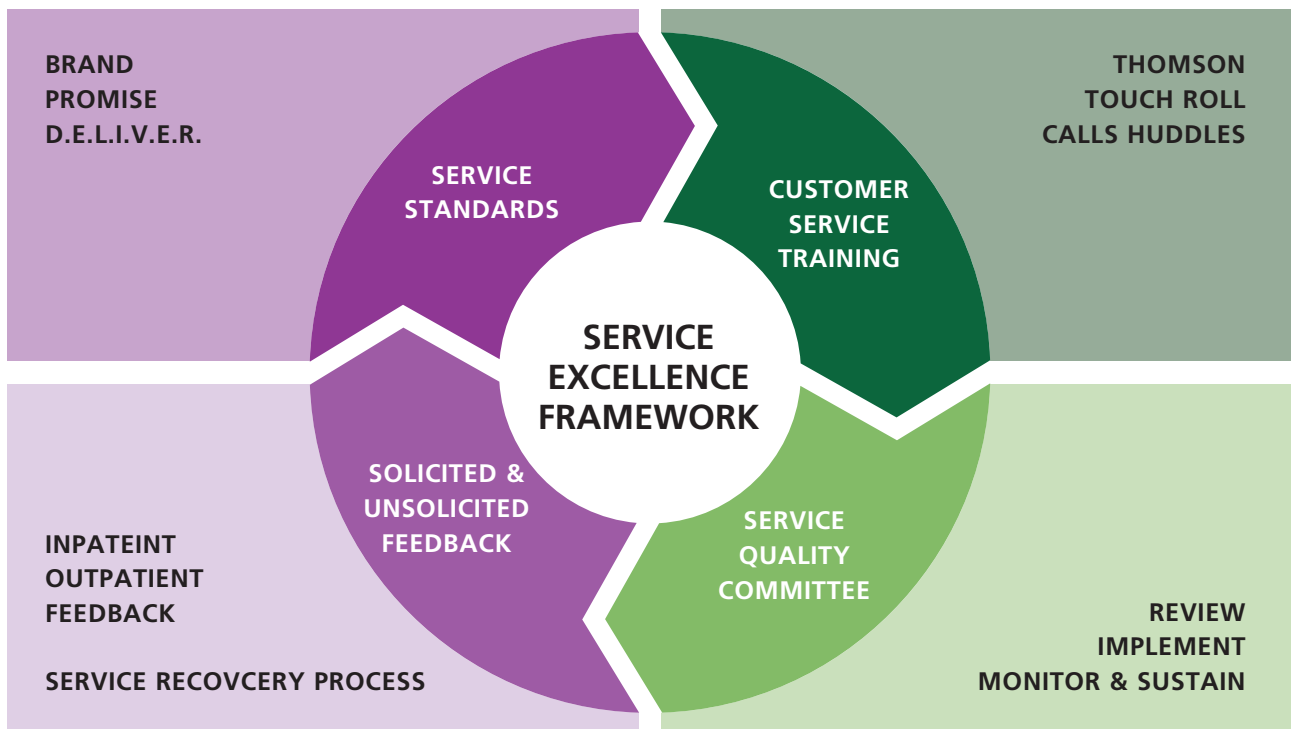
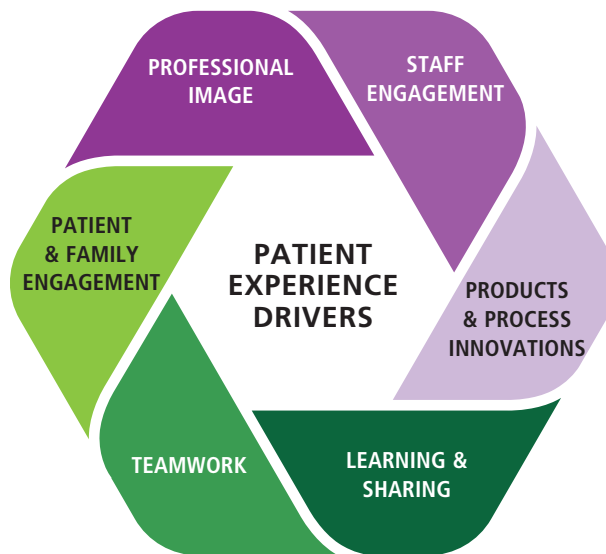


Diagram 1 : Service Excellence Framework



# PATIENT SATISFACTION

The Service Excellence Framework (“SEF”) provides the overarching structure to service standards and the patient experience drivers model, helps the organisation to take a deeper look at the processes, products and people, develop strategies and implement quality and patient safety initiatives that could impact patient experience and enhance satisfaction. Patient experience is associated with safe, patient-centeredness, effective care, timely and efficient service.



**Diagram 1 : Patient Experience Drivers Model**

The SQC has developed and executed a series of initiatives during the year to drive positive outcomes such as the Planning and Crowdsourcing Program. Launched in January 2021, the program encourages generation of innovative ideas for new service improvements through staff and leadership engagement.

To continue strengthening our workplace culture, we accentuate the concept of walk-the-talk into practice. We believe it is important to build a culture of appreciation by bringing out the best in every employee and giving recognition for their contributions. Henceforth, the Employees and Partners’ Reward and Recognition Programme was developed to recognise and reward exemplary staff and teams who have demonstrated our BRAND Promise and Core Values in their daily work. Various awards such as the SPOT Award, Angel Award and Excellence in Action Award were introduced to all levels of staff to encourage and enhance service excellence culture. In addition, we recently started to profile staff on our corporate social media platforms who have gone above and beyond their duties to provide excellent service when caring for their patients. In appreciating the efforts of these staff members, we aim to encourage all staff to learn from these positive examples and embrace Thomson Medical’s culture of positive service.

Engaging today’s tech savvy customers for real time feedback is paramount to build brand loyalty, achieve timely service recovery and patient satisfaction. Hence, the conversion of paper-based patient experience feedback form to an online platform, which was initiated during the year will invariably contribute to a greener environment. In addition, we have also expanded our feedback channels to all departments within the hospital.

The SQC continues to pilot new projects to enhance the overall patient experience across the hospital and its services.

# PATIENT SATISFACTION

## Service delivery training

To maintain high quality service delivery, we conducted employee training throughout the year through our signature Thomson Touch Service Training program. This program strives to nurture a service-oriented mindset, firmly built on a foundation of excellence in culture and service innovation among our employees. Amid the challenges brought about by COVID-19, some of these training sessions have been conducted virtually through video conferencing while daily service huddles and roll calls which were facilitated by Unit Managers continue to be conducted regularly to reinforce patient-centred proactive service delivery.



## Other service offerings

Staying safe and healthy has always been a priority for all parents with a newborn. With the pandemic here to stay for a while, this has certainly raised safety as an even higher priority. As such, we have prepared a “Stay Safe Essentials” gift bag for all mummies who deliver at our hospital. Packed with useful mum and baby products, the gift hopes to support the priorities of our parents, helping the whole family to stay safe together.

Building on decades of experience in women’s and children’s health, we have also launched Thomson Kids, our first dedicated specialised learning centre to help children with learning difficulties through a structured programme derived from evidence-based interventions.

In seeing to mothers’ daily nutritional needs post-childbirth, Thomson Confinement Food packages covers mummies through the crucial 28 days of confinement, offering both lunch and dinner with two well-planned food menus – the Traditional Chinese Confinement Menu and Resepi Ibunda – Confinement Menu for Muslim Mums. Nutritious food is delivered straight to the doorstep in reusable environmentally friendly thermal containers, ensuring a warm and fresh meal every time.



# PATIENT SATISFACTION

## Driving Efficiency with Innovation and Technology

Building on one of our key service capability areas, we continually implement and use innovative technology to increase the quality and efficiency of care provided to our patients. We recognise that investments in technology and equipment will pave the way to procedural efficiency, connectivity, personalisation of patient care and patient wellbeing.

### Virtual platforms

In FY2021, we leveraged on digital platforms to deliver some of our services such as virtual baby care classes, childbirth education, hospital tours and providing telehealth solutions to our patients as part of our efforts to continue supporting our patients' experience amid the COVID-19 pandemic.

### Thomson X

The future of healthcare will be driven by technology, new areas of medical innovation, and healthcare products and services. Thomson X was established during the year to oversee and direct the Group's technology roadmap. We believe, with digital technologies and solutions, our patients and their families will have greater experiences through improve connectivity and personalisation of patient care.

### Electronic Medical Records

We have commenced work to implement the Electronic Medical Records system during the year. The system is scheduled to go live by FY2023 and aims to improve patient care and safety with easy access to a patient's integrated medical records at the point of care.

Digitalised medical records enhance productivity with integration to other clinical systems for seamless and speedy access to patient results and will be a key enabler for healthcare data analytics. To this end, we have also set up a new department, the Health Information Management Service, to support our data-driven performance management journey.

## Performance Results and Targets

We used patient experience index to measure our patient's experience and satisfaction level based on voluntary feedback. Whilst navigating through COVID-19 challenges to provide safe and quality care, we continue to achieve incremental improvements in the overall customer performance index as presented in the table below.

Performance results	FY2020	FY2021	Target
Compliments to complaint ratio	12: 1	24: 1	20: 1
Choice of hospital again (selected "definitely" and "likely")	98.1%	98.4%	100%
Customer satisfaction (selected "much better than expected" and "better than expected")	99.0%	99.1%	100%
Recommend TMPL to friends (selected "definitely" and "likely")	98.3%	98.4%	100%



# HEALTH AND SAFETY



## GRI 403: Occupational Health and Safety GRI 416: Customer Health and Safety

### Our Approach

TMC, as the only private hospital for women and children in Singapore, providing comprehensive, specialised care, services and products to both mother and child. With a focus on sustainability, the management, staff and partners are committed to business, operational and service excellence through Integrated Management System and our Brand Promise “D.E.L.I.V.E.R”.

We adopted the ISO 9001 Quality, ISO 14001 Environmental and ISO 45001 Occupational Health & Safety Standards and implemented practices in order to achieve best clinical and service outcomes for our patients while ensuring least waste and good staff morale.

We uphold these goals by:

- (i) managing patient safety, quality assurance and improvement activities so as to reduce risks to patients and improve clinical, operational processes and outcomes;
- (ii) monitoring, reviewing and maintaining safe systems of work, policies and procedures by complying with all relevant health, safety, environmental legislations;
- (iii) preventing work-related incidents by providing adequate resources, programmes, education and training to our staff and service partners;
- (iv) identifying, evaluating and controlling workplace risk and environmental impact assessment of hospital activities to mitigate foreseeable unsafe conditions, environment and behaviours;
- (v) engaging relevant stakeholders and staff through communication, consultation and participation to improve the QEHS continually;
- (vi) reviewing and implementing our objectives, targets and their performances; and
- (vii) measuring and evaluating the effectiveness of quality, environmental sustainability, health and safety culture

We have in place comprehensive policies, procedures, processes and measures to mitigate operational, clinical, health and safety risks. TMPL's Medical Advisory Board provides an oversight of the clinical sub-committees thus ensuring patient safety, compliance to clinical protocols and regulatory requirements.

# HEALTH AND SAFETY

## Quality and Patient Safety Program

At TMPL, the Quality and Patient Safety Program (“**QPS**”) is encapsulated in the Quality and Patient Safety Framework (“**QPSF**”). It aims to ensure that a coordinated and integrated approach is defined for managing patient safety, quality assurance and improvement activities so as to reduce risks to patients and improve clinical, operational processes and outcomes. The QPSF stipulates specific key strategic thrusts that relate to clinical risk management, patient safety, quality service and performance improvement. These include service and system initiatives which deal with fundamental quality assurance, quality improvement, patient safety basics, service standards, people development, organisational business excellence, and evidence-based practices.

We have established 5 sub-committees to oversee the different aspects of quality systems as follows:

Clinical Quality and Patient Safety Committee	Systems and Process Quality Committee	Service Quality Committee	Performance Improvement Committee	Nursing Quality Assurance Committee
<ul style="list-style-type: none"> <li>To set the direction and strategy for quality assurance, quality management, risk management and patient experience and patient safety</li> <li>To review and align clinical practices and policies in accordance to professional standards, legal, regulatory and licensing requirements</li> </ul>	<ul style="list-style-type: none"> <li>To ensure Environmental Health and Safety (“<b>EHS</b>”) for patients, visitors and other key stakeholders</li> <li>To initiate effective strategies such as inspections, audits, EHS incident reports and mitigate institution risks, implement projects to support quality and safe care and promote health and safety in the workplace</li> </ul>	<ul style="list-style-type: none"> <li>To review, develop and implement service excellence and reward and recognition frameworks, drive service culture through service standards, initiatives, risk assessment and to execute a result-based approach to improve patient experience.</li> </ul>	<ul style="list-style-type: none"> <li>A strategic platform to review and evaluate financial and nonfinancial measures, identify opportunities to improve quality of care, treatment, services, patient safety, customer experience and satisfaction.</li> <li>Work together with Workplace Health and Safety Committee to review legal requirements and compliance, measurement, and monitoring outcomes.</li> </ul>	<ul style="list-style-type: none"> <li>Provide direction for nursing quality and ensure that the nursing care processes and services are designed, measured, monitored and audited for safety, quality, timeliness, effectiveness, efficiency and patient centeredness.</li> </ul>

## International Patient Safety Goals (“**IPSG**”)

TMPL strives to meet the International Patient Safety Goals (“**IPSG**”) as part of ensuring our patients’ health and safety. The purpose of the IPSG, as referenced from Joint Commission International, is to promote specific improvements in patient safety, highlight problematic areas in healthcare, and apply evidence- and expert-based solutions to these problems.

We have adapted the IPSG goals namely correct baby identification, improve safety in dispensing high-alert medication, ensure safe surgery, reduce health care associated infections through hand hygiene and reduce risk of patient harm resulting from falls.

## Infection Prevention and Control Programme

Infection prevention and control can be challenging in the healthcare setting especially with emerging pandemics such as COVID-19. Notwithstanding these emergencies, the healthcare institutions endeavour to keep hospital associated infections at bay by adopting and implementing hand hygiene guidelines from the World Health Organisation and Food Hygiene Standards from Singapore Food Agency, a statutory board under the Ministry of Sustainability and the Environment. We also align our practices to the National Infection Prevention and Control Standards.

## Hand Hygiene Audit

The COVID-19 pandemic has reinforced the importance of compliance with hand hygiene standards. In line with IPSG 5, we adopted and implemented the World Health Organisation’s (“**WHO**”) evidence-based hand hygiene guideline. To ensure compliance, monthly hand hygiene audits were conducted by our Infection Control Liaison Officers. Nurses and doctors were audited on their adherence to the Five Moments of Hand Hygiene: (a) before touching patient, (b) before starting a clean procedure, (c) after exposure to body fluid, (d) after touching a patient, and (e) after touching patient surroundings. There were over 10,000 hand hygiene observations conducted, which achieved a compliance rate above our target of 90%.



## HEALTH AND SAFETY

### Food Hygiene Audit

TMPL is committed to reduce the risk of infections associated with food services. For food hygiene, the operation and management of the kitchen at the hospital is outsourced to an established catering operator which is ISO 9001:2015 and ISO 22000:2018 certified. Weekly inspections were performed on the kitchen where food is prepared to ensure satisfactory and hygienic conditions are maintained.

The food hygiene audit criteria cover general conditions of the kitchen, storage of food, functionality of refrigerators and cold room, diet presentation and quality, cleaning standards and employee hygiene.

The food hygiene audit and patients' feedback were reviewed during monthly Food Committee Meetings. The identified opportunities for improvement were addressed promptly.

### Performance Results and Targets

During the reporting period, we have achieved our target compliance rate for hand hygiene audits. Although we did not achieve the target set for FY2021 for food hygiene audits, we will strive to meet the target for FY2022.

Hand and Food Hygiene Audits	FY2020	FY2021	Target
Compliance rate of monthly hand hygiene audits	87%	91%	90%
Compliance rate of weekly food hygiene audits	84%	84%	85%

### Safe Healthcare Products and Services

We are responsible for the safety of our patients as a healthcare provider, and we are committed to the highest standards of quality in our products, services and treatments. To ensure safety of our products and services, we have put in place strict policies and procedures for the purchasing and evaluation of medical equipment and pharmaceutical products.

At TMPL, we have three strategic objectives for pharmaceutical procurement to ensure that our medications are always available and prevent waste through, (i) a proper inventory system, (ii) procurement of drugs at optimal quantity and costs, and (iii) maintaining a list of reliable suppliers who met our vendor evaluation criteria.

All drugs purchased must be approved by the Health Sciences Authority, Singapore ("HSA"). In TMPL we maintain a list of approved drugs (the "**Drug Formulary**") to be used in the hospital. An annual review of the Drug Formulary is performed by the Pharmacy and Therapeutics Committee to ensure all matters related to the use of medications in the hospital, including the development and maintenance of the formulary is safe and effective. All vendors supplying our pharmaceuticals are subject to stringent vendor evaluation in accordance with our Standard Operating Procedures ("**SOP**"). The vendors must be reliable, reputable, with valid business and other relevant licenses. All medications are stored as per manufacturer recommendations, with consideration given to temperature requirements.

Our Biomedical Engineering Department oversees the procurement of all medical equipment used in the hospital. We have a strict SOP in place to review the procurement of medical equipment which include selection, commissioning, inspection, testing and maintenance of equipment used. All of our medical equipment and systems used in the patient care must be approved by the relevant authorities to ensure they are operational, safe and properly configured and maintained.

For the reporting period, there were zero incidents of non-compliance with regulations and voluntary codes concerning the health and safety impact of our products and service. We target to continue to be fully compliant with these regulations and voluntary codes for FY2022.



# HEALTH AND SAFETY

## Occupational Health and Safety

Recognising that healthcare employees, patients, partners, and visitors might be exposed to a wide array of work related, health and safety (“**WSH**”) risks, we developed the workplace, health and safety framework, which includes the WSH Policy, Planning, Implementation and Operation, Checking and Corrective Actions, Management Review and Continual Improvement. We aligned the WSH framework with the ISO 14001 *Environmental Management System*, ISO 45001 *Occupational Health and Safety System* and Workplace Safety and Health Act.

Our Workplace Safety and Health Committee (“**WSH Committee**”), which meets on a monthly basis, is responsible for the overall management of employees, partners and visitors’ safety in the hospital. Some of the key responsibilities are as follows:

- establish written safety rules to ensure adherence by employees and stakeholders, including contractors, vendors and partners whilst performing their work at the hospital;
- compliance with legal requirements through audits and inspections, make recommendation for improvements and establish training frameworks; and
- provides an oversight for continuous improvement activities identified in the required and desired measures.

We have established an Environment, Health and Safety Management (“**EHS**”) sub-committee to oversee a variety of occupational safety and health related areas, including fire safety and emergency preparedness. The EHS sub-committee is made up of representatives from the Environmental Management team. The team reviews existing procedures and processes to minimise and mitigate potential hazards and risks and has carried out periodic inspections such as the inspection of cooling towers and pest control schedules on a weekly basis, and conducts indoor air quality assessments once every three years.

The Infection Control Manager (“**ICM**”) oversees matters pertaining to the management of sharps, needle stick injury and exposure to body fluids, hospital associated infections and others. The ICM conducts root cause analysis of these incidents and implements control measures to mitigate potential risks and future occurrences. Regular on-the-job training on handling of sharps, body fluid spill management and drills were conducted for all new nurses and refresher programme for current nurses.

We conduct regular health and safety awareness programmes, trainings and campaigns for our employees to ensure they are up to-date with the latest procedures and developments. Some programmes carried out this year are:

- Mental wellness webinars
- Ergonomics awareness
- Fire safety trainings
- Health and safety risk assessment exercise
- Emergency preparedness and response, including fire drills



# HEALTH AND SAFETY

## Incident Reporting

Our hospital is responsible for the safety of all individuals who utilise our facilities and operate within our premises. To uphold these safety standards, we have put in place a robust system to recognise, report, investigate and respond to incident occurrences.

We have established a Hospital Occurrence Reporting that guides our employees on the approach towards recognition, reporting, investigation and root cause analysis, serious reportable events and near miss events involving patients, visitors, employees and other interested parties. This incident reporting mechanism allows us to learn from the incident, develop a quality improvement plan and other action plans to be implemented. We ensure all our employees are aware of our incident reporting process through regular departmental meetings and on-the-job trainings.

## Performance Results and Targets

The following table highlights our occupational health and safety performance results:

Performance results	FY2020	FY2021	Target
Number and rate of recordable work-related injuries	6	6	zero injuries
Number and rate of high-consequence work-related injuries	1	0	zero injuries
Number of needlestick injuries	2	3	zero injuries

We are pleased to report that there were no high consequence work-related injuries and fatalities resulting from work-related injuries. However, there were 6 work-related injuries resulting from falling and ergonomic hazards and 3 needlestick injuries in FY2021. The rate of work-related injuries is 4.40, which is a decrease from the 12-month FY2020 injuries rate of 4.49. There were no work-related injuries for workers who are not employees during FY2021. We will continue to provide training and conduct audits on safe handling and disposal of sharp needles.

## Our Response to COVID-19

### COVID-19 management

As the COVID-19 pandemic continues to evolve, infection control is at the forefront of what we do. We have in place an Emergency Preparedness Plan for Disease Outbreak as part of the Hospital Administrative Policy to provide various measures and operational actions that need to be undertaken to prevent infectious disease transmission in the hospital. We have also established a COVID-19 Advisory Committee comprising specialists in Infectious Diseases, Obstetrics & Gynaecology, Paediatric Medicine and members of our Senior Management and Medical Advisory Board to provide professional input into our emergency preparedness responses and clinical policies.

An annual Infection Prevention and Control training for all staff was conducted to ensure our staff have up-to-date comprehensive working skills necessary for the practice of infection control and epidemiology. In addition, we have carried out a biannual Infection Control and Control Standards Audit where every department in the hospital was audited using the National Infection Control and Prevention Standards by our internal auditors.

# HEALTH AND SAFETY

## COVID-19 training

Other than the emergency preparations as described above, we have also carried out a variety of training programmes to prepare our staff in dealing and managing with the impact of COVID-19. We also provide ongoing COVID-19 tests for all our employees and partners which enables us to react in a timely manner should they be tested positive.

Some of the training and awareness programmes on COVID-19 made available to our employees are as follows:–

- Guidance on the use of PPE, including N95 mask fitting and usage training
- Protocol for providing COVID-19 test services to our patients
- Latest updates to the pandemic and safety measures to be adhered to at our facilities
- Employee health surveillance system via our 24-hour walk-in clinic where employees who report sick are assessed and treated by resident physicians
- COVID-19 swab and Polymerase Chain Reaction (“PCR”) tests to all employees who display acute respiratory infection symptoms.

We continue to uphold these stringent measures at our hospital and clinics through provision of Personal Protective Equipment (“PPE”) for patients and employees, regulating entrance access at the hospital, segregating the clinical management of at-risk persons in external facilities, safe distancing measures, safe entry check-in procedures for visitors, rigorous contact tracing for COVID-19 positive cases and provision of hand-sanitisers at our facilities.

We will continue to comply with Ministry of Health’s (“MOH”) regulations and directives to ensure the safety of our patients and their families, employees and partners.



# EMPLOYEES



## GRI 404: Training and Education

### Our Approach

At TMPL, we believe in continuous learning and improvement as it not only enhances the growth of the Group, but also aids in the personal and professional development of our employees. Our training policy strives to develop staff members' work potential and ability. An annual training and development needs analysis is conducted for all staff with an aim to identify their competency level and training needs. The Human Resource Department and Nursing Administration Department are responsible for nursing staff training-related matters.

For our front-line and middle managers, senior leadership recognises that they are the glue to connect our business' strategic priorities with tactical initiatives and hence, are essential to our organisational success. Notwithstanding the technical knowledge and expertise, they need to master people skills which are crucial to their roles such as leadership, communications, problem solving, teamwork, developing and coaching their employees.

We provide general trainings, competency-based trainings and specialty trainings to employees according to their roles. For example, our front office service staff are provided with service trainings, while our support staff in departments such as operations and finance undergo technical skills upgrades and attend relevant seminars and conferences.

### Nurses Development

Nurses form a significant portion of our staff strength and they are the backbone of TMPL's patient-centric and compassionate healthcare service. Hence, it is vital for us to provide our nurses with adequate training for their professional development and to ensure optimised healthcare experience for patients.

We are committed to nurturing our nurses with various programmes to enable them to achieve professional and personal aspirations. This includes allowing them to work in specialised areas while advancing post-basic certification programmes. Wherever possible, nurses are also rotated to other departments or specialities to widen their competency levels. We offer education scholarships and tertiary education programmes for upskilling such as Advanced Diploma courses and short professional development courses such as, basic counselling course, Basic Cardiac Life Support (BCLS) instructor course, neonatal resuscitation course, Microsoft courses, electrocardiogram course (ECG) for intensive care nurses and wound care course.

In TMPL, we also place great emphasis on coaching and mentorship. We have a Preceptor Training Program designed to equip our nurses with the skills and knowledge to induct and precept newly recruited nurses. As a preceptor, our nurses play a pivotal role in supporting the transition of newly hired staff into practice settings by guiding and role modelling their knowledge, skills and practice to increase confidence. In addition, to prepare our leadership pipeline, the nurses will also be trained and nurtured to take on new leadership roles based on their career progress.



## EMPLOYEES

We are committed to the efficiency and productivity of our nurses and as such we have launched an e-learning platform to integrate the training needs for our nurses during the year. This tool allows our nurses to access and read on a wide range of topics such as blood transfusion, medication calculations, pharmacology on high alert medications and management of drug allergy on the go. Health and wellness videos, such as ergonomic training are made available on this platform as well.

Due to COVID-19 restrictions and increased operational pressures in responding to the pandemic, we have moved most of our on-site structured training activities to virtual platforms. Some of the online training conducted are as follows:

- Monthly Nursing Incidence Sharing Sessions on clinical or service incidences
- Online Nursing Induction Programs
- Online Breastfeeding Course
- Basic CTG Course
- Managing Code Blue Situation for EN
- ZOLL (Defibrillator) training
- Basic Cardiac Life Support
- Automated External Defibrillator theory

### Other training and development programmes

Other internal training and development programmes on various topics conducted during the reporting period are as follows:

Training Programme	Participation
<b>Company-wide key training programs</b>	
General orientation	All new employees
Fire drill and fire safety security talks and tabletop exercise	Hospital employees
<b>Control and compliance</b>	
SOPs refresher (ePR and other SOP updates)	All Managers
PDPA briefing and compliance	All executives and above
Internal audit control sharing session	Head of department
Cybersecurity awareness and policy briefings	All employees
<b>Quality training programs</b>	
Quality improvement toolkit	Nursing (Managers & Clinicians) Non-Nursing (Executives and above)
Internal auditors training	Selected Employees appointed as Internal Auditors
<b>Service training programs</b>	
Thomson Touch	All employees
<b>Management information briefing</b>	
Training on Microsoft Teams	All employees
Process digitalisation briefing (eClaims, ePO)	All employees





# EMPLOYEES

## Performance Results and Targets

The average training hours for our nursing staff were lower compared to the target as some of the scheduled in-person training had been deferred due to COVID-19 restrictions. Nonetheless on-the-job training will continue to be the key focus and will be carried out throughout the year. In addition, we will be conducting modular online training sessions for our nursing staff to ensure their professional and career development target is achieved.

We continue to encourage continuous learning for the professional development of our staff and for FY2022, we aim to meet the target training hours for both nursing and non-nursing staff.

	FY2020	FY2021	Target
Average training hours for nursing employees	24 hours	31 hours	40 hours
Average training hours for non-nursing employees	2 hours	2 hours	To complete key training programs annually

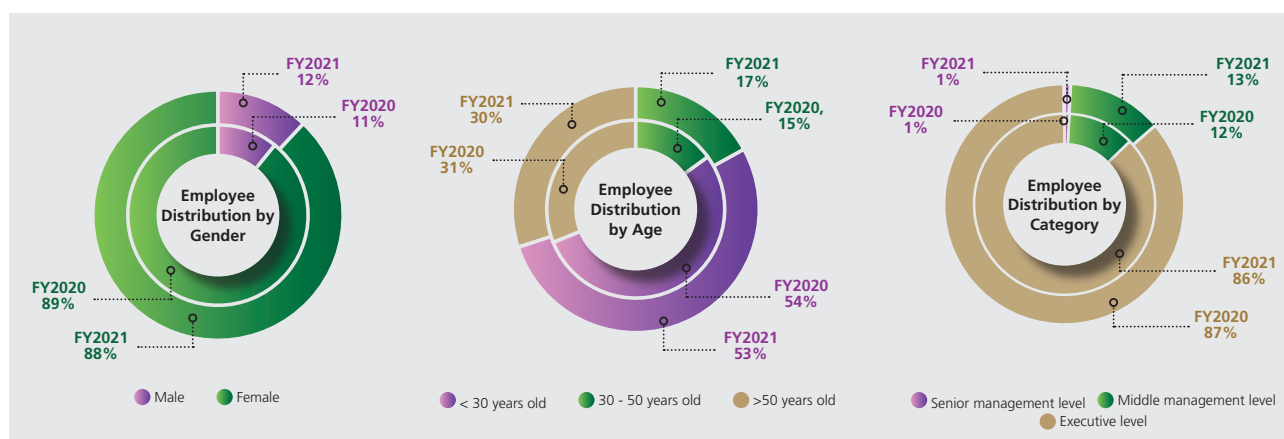
## Diversity and Inclusion

A diverse workforce and long-serving employees contribute to the quality of the services that TMPL provides, hence promoting business growth. We endeavour to attract and recruit skilled and motivated individuals to join our team and provide good work-life balance, opportunities for professional growth and fair compensation and benefits. It is common for female employees to make up a larger proportion of the workforce in the healthcare industry, especially so when the nature of our business focuses on women's and children's healthcare. When compared to FY2020, there has been no shift in the distribution of female and male employees.

We embrace fair employment practices which ensures that anyone we hire is based purely on their qualifications and merits and all employees have equal opportunities in their careers with us.

As we serve our patients and families who come from diverse backgrounds and abilities, it is essential that our workforce reflects such diversity. Our workforce composition has 17% (FY2020: 15%) who are less than 30 years old, 53% (FY2020: 54%) between the ages of 30 to 50 years, and 30% (FY2020: 31%) above 50 years old. We continue to retain a significant portion of our employees above 50 years old as we appreciate the value and experience they bring to TMPL. TMPL's diversity of employees by gender and age remained consistent compared to the previous reporting period.

We maintained fairly consistent rates of new hires and employee turnover with the average monthly new hire rate during the reporting period at 1.3% (FY2020: 1.6%) and monthly employee turnover rate at 1.5% (FY2020: 1.6%).





# EMPLOYEES

## Employee wellness and benefits

We value our employees as their hard work, perseverance and dedication contributes to our success in the healthcare industry. As it is important that we recognise and show appreciation, TMPL aims to provide a work environment that is safe and conducive for every employee.

### Employee benefits

Each year we provide free basic health screening and seasonal influenza vaccinations for all employees. In line with the Ministry of Social and Family Development's guidelines, our employees are eligible for parental leave, maternity leave, paternity leave and childcare leave. Some of our other employee benefits include medical and dental consultation and/or treatment reimbursement, insurance coverage, hospitalisation benefits and long service award.

### Employee engagement

We encourage employees to interact with each other and with management, by organising a range of employee engagement activities. We recognise the significant impact a healthy and positive place of work can have on an individual. Despite the pandemic, we were able to bring cheer to the work environment, by celebrating Nurses' Day and decorating for the festive seasons.

### COVID-19 Pandemic

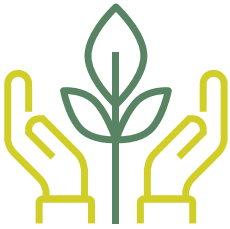
It has been a year since we first reported about our initial responses to the COVID-19 pandemic. Since then, our employees have experienced and overcome a number of challenges and continue to do their best in these difficult times. We allowed our staff to work from home since the beginning of the pandemic to ensure the safety and health of our people. Departments that were not directly supporting hospital operations were ordered to work from home while others segregated their staff into teams to take turns working in the office where necessary.



Employees who had symptoms of viral infection were advised to seek immediate medical treatment and to work from home while waiting for their test results. We will continue to follow MOH guidelines and ensure the safety of our employees by providing sufficient PPE, enforcing strict SOPs, reviewing our Return-to-Work guidelines from time to time to comply with MOH guidelines, and conducting regular COVID-testing for all employees.

At the beginning of January 2021, we kick-started the vaccination programme for our staff. As at 30 June 2021, we have vaccinated 90% of all hospital frontline staff and achieved 100% vaccination of staff working in critical areas such as the operating theatre.

# ENVIRONMENTAL MANAGEMENT



**GRI 302: Energy**

**GRI 303: Water**

**GRI 306, 307: Waste Management and Compliance**

## Our Approach

We are committed to achieving a balance between reducing our environmental impact and providing quality healthcare services.

With climate change and a rapidly growing population, the demand for environmental sustainability has increased, and with that in mind, we have included the following topics in this report to communicate our approach towards mitigating our impact on the environment:

- **Energy**
- **Water**
- **Waste Management and Compliance**

Hospital operations are generally energy and water-intensive as the buildings tend to be large and outfitted with high energy intensive equipment such as medical equipment and high-energy HVAC systems that help to maintain adequate ventilation and regulate proper temperature of the whole hospital building. HVAC is the main contributor to high energy consumption in our hospital.

We are subject to various regulatory requirements that we need to comply with. In our commitment to deliver environmentally sustainable outcomes and improvement in conservation initiatives, we integrate these regulatory requirements into our internal policies formulated in line with ISO 14001 *Environmental Management System* standards.

To instill awareness on environmental conservation and encourage good workplace practices, we continuously engage our employees through environmental awareness emails and posters and have placed recycling bins around our premises. In addition, as part of our effort to raise awareness of adopting more efficient use of resources and reduction of waste, we have updated our email footer to include two 'green' messages on reducing paper usage, and conserving energy and water.



# ENVIRONMENTAL MANAGEMENT

## Energy Management

It is essential that our medical facilities remain open to serve our patients and this translates to higher energy intensity as we consume energy for medical equipment and facilities management.

In September 2020, TMPL received the Green Mark certification awarded by the Building & Construction Authority of Singapore. This is testament to our commitment towards managing our impact on the environment. As a Green Mark certified building, we are continually assessed for energy efficiency, water efficiency, sustainable operations and management, indoor environment quality and other green features.

We continue to drive eco-efficiency programs such as efficient energy consumption by fitting variable speed drives in the chillers and air handling units in the hospital. In addition, we have begun progressive replacement of all lightings at the hospital with LED lighting. As at the end of the reporting period, we have successfully replaced 70% of our lightings and we target to complete this in FY2022.

## Water Management

Clean water is the most important natural resource on Earth, and it is our duty to save clean water for generations to come. Supply of safe and clean water is crucial for the functioning of our medical facilities and it is important that we consume this resource responsibly in our business operations.

In FY2021, TMPL has also completed and installed low pressure water systems and employed high water-efficient labelled products in all public toilets. These include covering taps, dual flush low-capacity flushing cisterns, urinals, and flush valves.

## Waste Management

Our healthcare services generally produce general and hazardous waste and we believe that professional, safe waste disposal is important in maintaining the hygiene and sterility of our medical facilities.

Waste handling is highly regulated by the Health Sciences Authority and National Environmental Agency. We have clear internal policies and guidelines for the proper disposal of bio-hazard waste, cytotoxic waste and general waste, such as procedures on segregation and containment, sanitisation and sterilisation, and safe handling of hazardous waste to safeguard our employees and patients from the risk of injury and to comply with legal and regulatory requirements for proper disposal of waste.

*Our other waste management practices are as follows:-*

- Colour-coded bin liners or waste bags to ensure proper segregation and disposal of waste
- Periodic audits carried out on biohazard waste disposal
- Training for employees on proper handling of waste segregation and disposal methods
- Disposal of waste by approved contractors



# ENVIRONMENTAL MANAGEMENT

## Performance Results and Targets

Performance results	FY2020	FY2021	Target
Electricity consumption index (kWh/patient-day <sup>1</sup> )	86.05	87.33	86.05 kwh/patient-day
Water consumption index (m <sup>3</sup> /patient-day)	0.84	0.76	0.84 m <sup>3</sup> /patient-day
Biohazard waste index (L/patient-day)	7.85	7.19	7.85 litre/patient-day
Non-hazardous general waste index (kg/patient-day)	12.14	7.54	7.54 kg/patient-day

In the previous year, we have set ourselves a target based on FY2020 results. For the non-hazardous general waste index, there was a change in the collection and weigh-in methods used by the licensed general waste collector during the year. The change has resulted in a decrease in the index in FY2021. As the current method in waste collection will be used going forward, we have set ourselves a baseline target for non-hazardous general waste based on FY2021 results instead.

In FY2021, we were able to achieve our target of limiting the increase to not more than 5% of the target and will continue to do so for FY2022.

During FY2021, there were no non-compliance incidents with relevant regulations issued by Health Sciences Authority and National Environmental Agency, which resulted in monetary fines or non-monetary sanctions. We aim to continue with zero non-compliance incidents concerning these regulations for FY2022.

<sup>1</sup> the care of one patient during a day of service, excluding the day of discharge.

# COMPLIANCE WITH LAWS AND REGULATIONS



## GRI 103: Management Approach – Compliance with Laws and Regulations

### Our Approach

Our Group's sustainability and growth are anchored on high standards of corporate governance and a set of strong corporate values which encompasses our core values I.C.A.R.E. These provide us the moral direction in how we treat our employees, customers, vendors and other stakeholders.

A strong system of compliance monitoring is critical to ensure that we adhere to the laws and regulations that govern our operations. All internal policies, standards, and procedures that we have to abide by help us to manage the risks our organisation faces, prevent improprieties, promote accountability and improve operational efficiencies.

We have compliance management systems set up to align with local regulatory requirements and international standards such as but not limited to Health Sciences Authority's regulations, ISO 9001: *Quality Management Systems*, ISO 14001: *Environmental Management Systems* and ISO 45001: *Occupational Health & Safety standards* and National Infection Prevention and Control Standards.

We have subscribed to an electronic legal flash weekly update on the latest regulations and quarterly customised reports from a third party service provider. These reports are shared with all the heads of departments and uploaded on to the intranet. This enables us to keep ourselves updated and ensure that our policies, procedures, and practices comply with latest ISO Standards, Workplace Health and Safety Act, Licensing Regulations and other laws and regulation requirements.

Our compliance management systems are led by the Board of Directors who is responsible for the management and reporting of compliance matters and improvement initiatives. Our Board of Directors is supported by the Audit and Risk Committee, Compliance Team and the Medical Advisory Board.

To further strengthen the Group's corporate governance and compliance functions, we appointed a Chief Risk and Compliance Officer ("CRCO") to oversee and lead the compliance activities and initiatives of the Group. The appointment of the CRCO underscores the importance that the Group places on driving a culture of compliance and integrity. Our CRCO supports the Group's corporate governance by reporting to the Group Chief Executive Officer and the Audit and Risk Committee of our Board of Directors on a regular basis and more frequently as needed.

### Code of Conduct and Ethics

The TMG's Code of Conduct and Ethics spells out the appropriate tone-from-the top, desired organisational culture, and ensures proper accountability within the Group. Our Directors and all employees declare their personal or business interests which may directly or indirectly conflict, or appear to conflict, with the interests of TMG on an annual basis, or when a potential conflict of interest arise.

To instill our zero-tolerance for improprieties including abuse of position, bribery and corruption, our employees undergo regular trainings and updates on codes of conduct, conflict of interest, and the corporate values that emphasise the key precepts of ethics and integrity.

There were no reported incidents of violations related to fraud, bribery or corruption and we will strive to maintain this for the coming year.

For detailed corporate governance policies, processes and practices adopted by TMG, please refer to the Corporate Governance Report in our Annual Report for FY2021.





# COMPLIANCE WITH LAWS AND REGULATIONS

## Whistleblowing Policy

To foster a workplace that is conducive to open communication and transparency regarding our business practices, there is a whistleblowing process in place for employees and stakeholders to raise, in confidence and without fear of reprisal, possible improprieties or misconducts in all matters relating to our operation and conduct of business.

The policy is made available on our intranet and employee handbook for internal reference, and on our corporate website for our stakeholders' reference. To protect the whistleblower from unlawful retaliation and discrimination the whistleblower's identity and concerns raised are kept confidential unless required by law to be revealed to the appropriate parties. All instances of whistleblowing are reported to the Whistleblowing Committee and the Audit and Risk Committee, or to the Chairman of the Board, if a member of the Whistleblowing Committee is being reported on. All cases will be investigated independently by an investigative committee to be convened as directed by the Whistleblowing Committee.

The Whistleblowing Policy is reviewed regularly to ensure it is effective and remains relevant.



## Patient Privacy and Confidentiality

As the Thomson Medical Group continues its digital transformation with greater reliance now placed on our digitalised systems and processes, a robust security structure is critical to the protection of our infrastructure, systems and data. Cybercrimes and the ever-changing technology landscape both place great and growing challenges on the organisation. IT security policies and standards are in place to ensure a comprehensive and systematic approach towards the IT security management of the Group and the Group's clinics' IT systems to meet the confidentiality, data integrity and protection requirements of the Group against cyber-attacks.

The privacy and security of personal data and medical information is of paramount importance to the Group, and it is our responsibility to ensure that all information collected from our stakeholders, including patients' medical data, through the course of our business activities, are protected from misuse or compromise.

We are committed to the protection of the personal data of our stakeholders by subscribing to the personal data protection principles under the Personal Data Protection Act 2012 ("PDPA") and other laws and regulations that govern the conduct of our business for example the Private Hospitals and Medical Clinics Act, the Singapore Medical Council Ethical Code and Ethical Guidelines and the Infectious Diseases Act.

Policies on the protection of personal data and other confidential information are reviewed regularly and periodic audits are conducted on our IT infrastructure and systems to ensure that our systems and procedures continue to be robust.

We ensure that our employees are kept up-to-date on compliance with data privacy laws:

- Established procedures in place to review and ensure actions are taken to rectify any observations noted.
- Regular learning sessions and quarterly reviews on areas of improvement points
- Compliance is also included as a major component of the key performance indicators
- Regular training sessions and updates on policies.
- Security awareness and policy briefings were conducted for all employees
- Regular alerts and security awareness through classroom sessions, where possible, audio-video presentations, emails and updates on our intranet.
- Periodic cybersecurity assessments and email phishing tests

In FY2021, there was an incident involving an alleged data breach which is still under investigation. We have put in place additional safeguards and measures to strengthen our PDPA compliance. We will also strive to achieve zero material security and data protection breaches for the Group in FY2022.



## COMMUNITIES

Providing accessibility to healthcare and upholding the spirit of giving back is deeply entrenched in our core values and corporate culture. We believe that building strong relationships and providing information and education to the community supports human well-being and promotes equal access to information which is crucial to sustainable development.

In FY2021, we have partnered with multiple organisations that are committed to improving the lives of women and children and held various events for the community.

### PUBLIC EVENTS AND WEBINARS FOR MOTHERS-TO-BE

We have organised 6 webinars and 2 mini events since August 2020 and we have reached out to over 1,500 participants.

- *Pregnancy Webinar: My Pregnancy My Way*
- *Pregnancy Webinar: Pregnancy Journey with Parents-to-be*
- *Pregnancy Webinar: Pregnancy Made Easy*
- *Paediatric Health Webinar: Growing Up: Our Children's Health Journey*
- *Women's Health Webinar: Ladies Talk: Living Well in Body and Mind*
- *Mini Pregnancy Events at TMC: Thomson Mummy's Bundle: 1-to-1 Introductory Sessions*

The aim of these webinars is to educate mothers-to-be with knowledge from renowned obstetricians, paediatricians, traditional Chinese medicine physicians and Parentcraft specialists. Participants only pay a nominal fee to learn about parenting, fertility, pregnancy, confinement, baby care and children's health.

### PARTNERS

To raise awareness and enhance knowledge about our expanded suite of healthcare services for women's health, Thomson Breast Centre, Thomson Surgical Centre, and Thomson 24-Hr Family Clinic partnered with various organisations such as Great Eastern, AVIVA, 365 Cancer Prevention Society and ICON cancer centre to run 7 webinars.

Our experts reached out to almost 1,000 participants and discussed a broad range of topics ranging from breast cancer, cervical cancer, urinary incontinence and vaccinations for COVID-19.

### CHILDHOOD MYOPIA

Myopia affects approximately 2.6 billion people, or one-third of the world's population, and is set to double by 2050. Singapore, the "Myopia Capital of the World", has one of the highest prevalence of myopia in the world, with 65 per cent of our children being myopic by Primary 6, and 83 per cent of young adults being myopic.

To raise awareness of childhood myopia and innovative management approaches that can be adopted by parents, TMPL through Thomson X brought together experts in paediatric ophthalmology from Eagle Eye Centre and its technology partner, Plano, to organise a complimentary webinar "*Managing Childhood Myopia – Protecting The Vision Of Our Future*" specially curated for parents to protect kids from childhood myopia and further complications in their growing stages.

The webinar touched on areas such as patterns and determinants that involve myopia in Asia and Singapore, the complications involved, contributing lifestyle factors, and the latest in advances to halt the progression of myopia and other treatment options.

The webinar also explored how besides education and awareness, technological solutions itself may provide the answer to help children develop a balanced and healthy relationship with their digital devices from an early age. This will ultimately protect them from developing myopia-related blindness later in life.



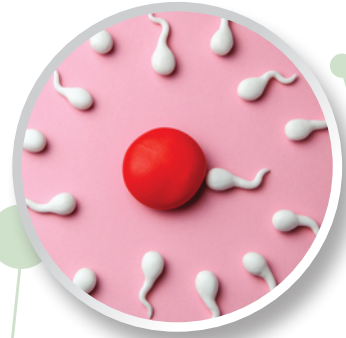
# COMMUNITIES

## SPONSORING FERTILITY HEALTH SCREENINGS

This year, TFC supported the campaign by sponsoring fertility health screenings worth \$60,000 to 150 couples. Since 2016, we have offered 150 free fertility screenings to couples every year, each worth \$400.

## THOMSON IVF CONFERENCE 2021

As the demand for IVF services continues to grow, due to societal trends such as delayed childbearing, increased stress and infertility, it is imperative for obstetricians, gynaecologists and fertility specialists to embrace a holistic approach towards fertility treatments and interventions from an innovation and clinical science standpoint. In support of this, we organised the first virtual Thomson IVF Conference 2021 on 14 June 2021. Hosted by Dr. Navdeep Singh, Medical Director of TMC Fertility & Women's Specialist Centre (Malaysia), the conference featured fertility experts from Thomson Fertility Centre (Singapore), Thomson Hospitals Sdn Bhd (Malaysia), and IVIRMA (Spain), who touched on various aspects of assisted reproductive technology and how it is driving change in the reproductive health space and improving healthcare outcomes for women globally.



# GRI CONTENT INDEX

GRI Standard	Disclosure	Page Reference and Remarks
GENERAL DISCLOSURE		
Organisational Profile		
102-1	Name of the organisation	Thomson Medical Group Limited
102-2	Activities, brands, products, and services	About Thomson Medical Group Limited, Page 3
102-3	Location of headquarters	About Thomson Medical Group Limited, Page 3
102-4	Location of operations	About Thomson Medical Group Limited, Page 3
102-5	Ownership and legal form	Thomson Medical Group Limited 2021 Annual Report
102-6	Markets served	About Thomson Medical Group Limited, Page 3
102-7	Scale of the organisation	About Thomson Medical Group Limited, Page 3
102-8	Information on employees and other workers	Employees, Page 24 to 27
102-9	Supply chain	The organisation's supply chain consists of sourcing, evaluating, purchasing, storage and distribution of pharmaceutical supplies, drugs, medical devices, equipment and personal products, as well as clinical services such as laboratory and radiology services. Products under the house brand are produced and packaged locally in order to support local suppliers.
102-10	Significant changes to the organisation and its supply chain	No significant changes
102-11	Precautionary principle or approach	We do not explicitly refer to the precautionary approach or principle in our risk management framework. We seek to contribute to society through responsible profit generation and actions taken to minimise activities which result in negative impact on the environment or our stakeholders, which ties in with our core values I.C.A.R.E.  Please also refer to page 19 on quality and patient safety, pages 28 to 30 on environmental management and pages 27 to 46 in our Annual Report on our corporate governance structure and strategies.
102-12	External initiatives	UNSDG and IPSG

## GRI CONTENT INDEX

GRI Standard	Disclosure	Page Reference and Remarks
102-13	Membership of associations	TMPL is a member of: <ul style="list-style-type: none"> <li>• Sale of Infant Foods Ethics Committee Singapore ("SIFECs")</li> <li>• Reproductive Technology Accreditation Committee ("RTAC")</li> <li>• Singapore National Employer Federation ("SNEF")</li> </ul>
<b>Strategy</b>		
102-14	Statement from senior decision maker	Board Statement, Page 7
<b>Ethics and Integrity</b>		
102-16	Values, principles, standards, and norms of behaviour	Governance and Sustainability Approach, Page 8 to 10
<b>Governance</b>		
102-18	Governance structure	Governance and Sustainability Approach, Page 8 to 10
<b>Stakeholder Engagement</b>		
102-40	List of stakeholder groups	Stakeholder Engagement, Page 11 to 12
102-41	Collective bargaining agreements	Not applicable
102-42	Identifying and selecting stakeholders	Stakeholder Engagement, Page 11 to 12
102-43	Approach to stakeholder engagement	Stakeholder Engagement, Page 11 to 12
102-44	Key topics and concerns raised	Stakeholder Engagement, Page 11 to 12
<b>Reporting Practice</b>		
102-45	Entities included in the consolidated financial statements	Notes to Financial Statements 2021 Annual Report
102-46	Defining report content and topic boundaries	About the Report, Page 2
102-47	List of material topics	Topics and UNSDG, Page 13
102-48	Restatements of information	Not Applicable
102-49	Changes in reporting	Not Applicable
102-50	Reporting period	FY2021
102-52	Reporting cycle	Annual
102-53	Contact point for questions regarding the report	About the Report, Page 2
102-54	Claims of reporting in accordance with the GRI Standards	About the Report, Page 2
102-55	GRI content index	GRI Content Index, Page 35 to 38

# GRI CONTENT INDEX

GRI Standard	Disclosure	Page Reference and Remarks
102-56	External assurance	No external assurance has been sought for this report. We will review the need for an external assurance in the future.
MATERIAL TOPICS		
103-1	Explanation of the material topic and the boundary	Topics and UNSDG, Page 3
Economic Performance		
103-2	The management approach and its components	Thomson Medical Group Limited 2021 Annual Report
103-3	Evaluation of the management approach	
201-1	Direct economic value generated and distributed	
Patient Satisfaction		
103-2	The management approach and its components	Patient Satisfaction, Page 14 to 17
103-3	Evaluation of the management approach	
Health and Safety		
103-2	The management approach and its components	Health and Safety, Page 18 to 23
103-3	Evaluation of the management approach	
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	
403-1	Occupational health and safety management system	
403-2	Hazard identification, risk assessment, and incident investigation	
403-3	Occupational health services	
403-4	Worker participation, consultation, and communication on occupational health and safety	
403-5	Worker training on occupational health and safety	
403-6	Promotion of worker health	
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	
403-9	Work-related injuries	
Employees – Training and Education		
103-2	The management approach and its components	Employees, Pg 24 – 27
103-3	Evaluation of the management approach	
404-1	Average hours of training per year per employees	

# GRI CONTENT INDEX

GRI Standard	Disclosure	Page Reference and Remarks
Environmental Management		
103-2	The management approach and its components	Environmental Management, Page 28 to 30
103-3	Evaluation of the management approach	
302-3	Energy intensity	
303-5	Water consumption	
306-2	Waste by type and disposal method	
307-1	Non-compliance with environmental laws and regulations	
Compliance with Laws and Regulations		
103-2	The management approach and its components	Compliance with Laws and Regulations, Page 31 to 33







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