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\*Note: The group photos in this report were taken before the COVID-19 pandemic

# ABOUT THOMSON MEDICAL GROUP LIMITED

Listed on the Mainboard of the Singapore Exchange, Thomson Medical Group Limited (the “Group” or “TMG”) is one of the leading listed healthcare players in the South-East Asian region with operations in Singapore and Malaysia. The Group’s current operating healthcare businesses include Thomson Medical Pte Ltd (“TMPL”) and TMC Life Sciences Berhad (“TMCLS”). Another developing business is the Vantage Bay Health City (“VBHC”) which is now in development and planning stage.

Headquartered in Singapore, our healthcare business currently has regional presence in Singapore and Malaysia, supported by a diverse talent pool of over 1,500 people. The Group continues to build on the strong foundation of its healthcare businesses in Singapore and Malaysia, and is working towards its vision of transforming into the preferred Pan-Asian healthcare system of choice.



## THOMSON MEDICAL PTE LTD (“TMPL”)

Incorporated in 1977, TMPL commenced operations in 1979 and is now 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”) and a network of specialist medical clinics and facilities providing outpatient women and children healthcare services and service offerings in diagnostic imaging, health screening, gynaecological oncology, dentistry, specialist dermatology, traditional Chinese medicine, musculoskeletal and sports medicine and medical aesthetics.



## TMC LIFE SCIENCES BERHAD (“TMCLS”)

The Group’s operations in Malaysia under TMCLS is a multi-disciplinary 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. It also owns the proposed Thomson Iskandar Medical Hub, in Johor Bahru, Malaysia.



## 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 will comprise a medical training institute and teaching hospital. This is the first fully-integrated health sciences platform to be developed in the region.

## MESSAGE FROM THE CHAIRMAN

### Dear Stakeholders,

Through the years, Thomson Medical (“TMPL”) has established itself as Singapore’s largest private healthcare provider for women’s and children’s health. Moving beyond our 40<sup>th</sup> Anniversary, TMPL continues to grow its operations and expand its core specialities to provide our patients with the highest quality of health and medical services.

As we focus on growth and expansion, the board of directors and senior management also recognises the importance of sustainability across the organisation’s business operations and performance. With the support of TMPL’s Sustainability Steering Committee (“SSC”) and Sustainability Task Force (“STF”), we implemented an organisation-wide sustainability programme aligned with TMPL’s core values, which will form the blueprint for TMPL’s sustainable growth.

Our Sustainability Report provides stakeholders with an overview of TMPL’s sustainability approach, practices and performance for FY2020. This year, we are focused on tracking the performance of Environmental, Social, and Governance (“ESG”) issues relevant to our stakeholders and business. I wish to share key highlights of our efforts for FY2020.

#### ALIGNMENT WITH GLOBAL SUSTAINABILITY

As a private healthcare organisation, TMPL recognises its role in improving the quality of life of people by contributing towards the development of a resilient healthcare system. In support of this, we have aligned TMPL’s business practices to seven key United Nations Sustainable Development Goals (“UN SDGs”). In doing so, this will put TMPL’s business on a trajectory towards responsible and sustainable development.

#### COVID-19 PANDEMIC

In response to the COVID-19 situation, TMPL was able to effectively respond to the fluid nature of the pandemic through its Emergency Preparedness Plan. The immediate priority to ensure the safety of all patients and staff was addressed through measures such as the provision of Personal Protective Equipment (“PPE”) for patients and staff, and



establishing external treatment and isolation facilities outside the hospital’s premises to segregate and manage patients with fever and respiratory symptoms.

Through the onset of the pandemic, TMPL also imposed tighter access and infection control measures such as mandating safe distancing guidelines for all staff at work, split teams that observe staggered arrival and departure timings, and encouraging staff to work from home where possible. Separately, we continued to support the needs of our patients through technology. Daily virtual baby care classes were conducted for parents to learn baby care and basic breastfeeding tips from the lactation consultant from the comfort of their own rooms. In addition, we ramped up pregnancy, parenting and other related women’s health webinars in place of large-scale public seminars to continue efforts on public education.

TMPL also contributed to the management of the COVID-19 situation in Singapore by serving at community care facilities and managing COVID-19 serology testing projects at foreign worker dormitories.

#### SUPPORTING THE ENVIRONMENT

Our efforts to be environmentally-friendly have come to fruition. Thomson Medical Centre received the Building Construction Authority (“BCA”) Green Mark certification in September 2020 for championing energy efficient practices. Besides chillers and air handling units in the hospital that were fitted with Variable Speed Drives to improve energy consumption, 60% of all lighting were also retrofitted with LED bulbs. Further I am happy to share that the hospital already

## MESSAGE FROM THE CHAIRMAN

has in place paperless initiatives such as being the first private hospital in Singapore to implement the e-Notification of Live Birth in January 2019, and ongoing efforts to encourage clinics and patients to receive electronic admission welcome packs via e-mail instead of paper copies.

Looking forward, TMPL is also working towards achieving an Integrated Management System which consists of ISO 9001 *Quality Management System*, ISO 14001 *Environmental Management System*, and ISO 45001 *Occupational Health and Safety Management System*.

### SUPPORTING THE COMMUNITY

Besides delivering quality healthcare services to our patients as a private healthcare provider, TMPL is also concerned with improving the health of the community we operate in by giving back to society. To educate parents and parents-to-be on pregnancy and parenting, TMPL partnered various organisations to run seminars on pregnancy, weaning and children's health. On the fertility front, TMPL also partnered I Love Children ("ILC") to sponsoring complimentary fertility health screenings to couples to help them make informed family planning decisions.

Outside of public education, TMPL also lent support to various causes to improve the lives of fellow Singaporeans. In support of the Rare Disease Fund ("RDF"), TMPL raised S\$40,000 to help provide long-term financial support patients with debilitating conditions. TMPL also organised a blood donation drive with the Singapore Red Cross to support the National Blood Programme. To groom the future of healthcare, TMPL sponsored the Thomson Medical Final Year Nursing Student Award 2019, recognising Singapore Institute of Technology's top student pursuing a Bachelor of Science with Honours in the Nursing degree programme.

### APPRECIATION

On behalf of the Board, I would like to thank our doctors, management, staff, patients and partners for their effort in helping us take these steps towards a more sustainable future. As we move forward in an uncertain world, we endeavor to uphold our commitment to sustainability so that we can provide quality healthcare to our stakeholders and at the same time deliver sustainable business outcomes that contribute positively to our environment.

### NG SER MIANG

Chairman, Non-Executive and  
Independent Director

## BOARD STATEMENT

The Board of Directors (the “Board”) is pleased to present TMG’s Sustainability Report for the period of 1 January 2019 to 30 June 2020<sup>1</sup> (the “Report”).

Following the divestment of the Real Estate business in January 2019, TMG is now focused solely on building its healthcare platform to provide the highest quality of health and medical services in the region. Against the backdrop of the 40<sup>th</sup> and 25<sup>th</sup> founding anniversaries of the Thomson Medical Centre and TMC Life Sciences Berhad respectively, the Group continues to expand its operations and commissioned the Thomson Breast Centre (“TBC”) and the Thomson Surgical Centre (“TSC”) during the period.

During this period, the COVID-19 pandemic had a significant impact on our operations, but we remained focused on ensuring that the Group continues to provide quality care to our patients and a safe working environment for our staff, as well as to strengthen our business resilience. Apart from heightened infection control measures at all facilities, our staff also stepped up to the call from the Ministry of Health (“MOH”) to contribute to the management of the COVID-19 situation in Singapore, by serving at community care facilities and managing COVID-19 serology testing projects at foreign worker dormitories.

Sustainability continues to be an essential part of our strategy to foster innovation and create long-term value for our stakeholders. In light of the COVID-19 pandemic, we believe that good environmental, social, and governance (“ESG”) management helps to build a reliable and resilient business. This reporting period, we have reviewed our materiality assessment to focus our efforts on ESG issues that are most

relevant to our stakeholders and healthcare businesses. We have also identified the priority United Nations Sustainable Development Goals (“UN SDGs”) for TMG and disclosed our corresponding performance goals.

In addition to the above, the Group has commenced work towards an Integrated Management System that integrates 3 ISO standards – ISO 9001 *Quality Management System*, ISO 14001 *Environmental Management System*, and ISO 45001 *Occupational Health and Safety Management System*. These ISO standards are internationally recognised standards, and compliance with these requirements will aid the Group in improving the overall performance in these respective areas. The Group has established a plan and target to achieve the certifications under all 3 standards by 2021.

This Report encapsulates our overarching approach towards ESG risks and opportunities, and the sustainability performance of our Singapore healthcare operations. The Board has approved the identified material ESG factors, and continues to manage and monitor our sustainability performance with the support of the Sustainability Steering Committee (“SSC”) and Sustainability Task Force (“STF”). In addition, the Board oversees the Group’s overall sustainability direction and is responsible for approving this Report.

We firmly believe that TMG is well-positioned to build a sustainable business that makes a positive impact on our environment and communities. As we expand our business, we will continue to enhance our sustainability strategy, approach, and performance to achieve our objective as a socially responsible organisation.



Thomson Medical staff managing COVID-19 serology testing operations

<sup>1</sup> The reporting period in this report is an 18-month period from 1 January 2019 to 30 June 2020 due to a change in the Group’s financial year-end from 31 December to 30 June.

## ABOUT THIS REPORT

The Group primarily operates in Singapore and Malaysia. The sustainability information of our operations in Malaysia is detailed in TMCLS's 2020 Sustainability Report, published as part of its 2020 Annual Report. This Report only covers Thomson Medical Pte Ltd ("TMPL"), as well as our clinics island-wide.

This Report provides an overview of TMPL's sustainability approach, practices, and performance for the 18-month period of 1 January 2019 to 30 June 2020.

This Report has been prepared in accordance with the Global Reporting Initiative ("GRI") Standards 2016 – Core option. The GRI Standards is an internationally-recognised reporting framework that provides useful guidance to TMPL not only on report quality but also on materiality, stakeholder inclusiveness, and performance indicators.

This Report, together with Group's Annual Report, aims to provide a comprehensive and transparent reporting of TMPL's overall sustainability objectives and performance to TMPL's stakeholders. In line with the Group's commitment to environmental sustainability, no hardcopies of this Report have been printed and can be viewed on our website at [https://www.thomsonmedical.com/sustainability\\_report](https://www.thomsonmedical.com/sustainability_report).

As we continuously seek to improve along our journey, your feedback on our sustainability practices is valuable to us. You may provide your feedback to us at [ir@thomsonmedical.com](mailto:ir@thomsonmedical.com).



# 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 as well as contributing to the community.

TMPL's core values of **I**ntegrity, **C**ommitment, **A**ccountability, **R**espect, and **E**mpathy underpin its sustainability approach. These will continue to provide guidance to our people in supporting TMPL's sustainable growth.



## LARGEST PRIVATE HEALTHCARE FOR WOMEN & CHILDREN

- Provide access to a wide range of healthcare services and products through an extensive network of clinics and facilities in Singapore
- Be an innovator of services that are unique, relevant and integrated



## VALUE AND QUALITY

- Offer personalised service experience to patrons
- Attract and retain a diverse pool of experienced and dedicated specialists and medical and nursing professionals
- Cultivate a safe, family-friendly ambience for both patrons and staff
- Provide innovative and value-added post-delivery care and services programmes



## CONTRIBUTING TO THE COMMUNITY

- Raise awareness on health and wellness amongst the community
- Explore partnerships to address health and preventive medical issues in Singapore








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

Our Sustainability Steering Committee ("SSC") comprises senior management and representatives from various departments, overseeing the development and implementation of our organisation-wide sustainability strategy. Its responsibilities include reviewing, assessing, and determining the sustainability strategy, material topics, scope, boundary, and prioritisation of issues to be included in this Report.











# MATERIALITY

In 2018, TMPL undertook a three-step materiality assessment process guided by the GRI Materiality Principles, to identify the ESG factors that are material to its business and stakeholders. An external consultant was engaged by TMPL to facilitate the materiality assessment process activities and outcomes. TMPL has reviewed the ESG factors for this reporting period and determined that they remain relevant and therefore, have maintained these factors.


Moreover, TMPL recognises our responsibility to contribute to the United Nations Sustainable Development Goals (“UN SDGs”) through our business operations, as the UN SDGs aim to improve the quality of life of people in tandem with economic prosperity and environmental preservation with a peaceful ecosystem. We strive to align our current business practices to contribute to the 7 UN SDGs outlined below, as we work towards responsible, sustainable development.

UN SDGs		TMPL's Position
	<b>Goal 3:</b> Ensure healthy lifestyle and promote well-being for all at all ages.	TMPL's core business is in promoting healthy lifestyle, safety, and well-being for all, including both customers and employees.
	<b>Goal 4:</b> Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.	TMPL is committed to training its workforce to promote access to technical skills for employment.
	<b>Goal 7:</b> Ensure access to affordable, reliable, sustainable and modern energy for all.	TMPL strives for energy efficiency to reduce reliance on fossil fuels.
	<b>Goal 8:</b> Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.	TMPL is committed to retaining its employees, and providing a healthy and safe workplace.
	<b>Goal 12:</b> Ensure sustainable consumption and production patterns.	TMPL is committed to supporting the responsible management of waste.
	<b>Goal 13:</b> Take urgent action to combat climate change and its impacts.	TMPL is committed to mitigating climate change by reducing its carbon footprint through energy efficiency initiatives.
	<b>Goal 16:</b> Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.	TMPL supports SDG 16 by establishing robust corporate governance policies and processes to comply to the rule of law.

We have further aligned our material factors with the relevant UN SDGs to portray how our business has contributed to the achievement of these goals. The following table illustrates how TMPL's material factors are aligned with the relevant UN SDGs, and key initiatives that positively impact the UN SDGs.

Material Factors	TMPL's Initiatives	UN SDGs
 <p><b>Customer Satisfaction</b></p>	<ul style="list-style-type: none"> <li>In addition to providing extensive services and desirable quality of service, we provide customised post-treatment for patients, including confinement food home delivery services, home care visits by lactation consultants, training for helpers at home, post-discharge phone calls to support, coach, and guide our patients to achieve success in breastfeeding.</li> <li>Our efforts in providing quality service to our patients are translated into the many awards we have won in the Singapore Health Quality Service Awards 2019, as well as the results of our Patient's Experience Questionnaires.</li> </ul>	
 <p><b>Customer Health and Safety</b></p>	<ul style="list-style-type: none"> <li>TMPL strives to meet the International Patient Safety Goals ("IPSG") as part of ensuring our customers' health and safety.</li> <li>TMPL's Property and Operational Support Quality Committee ("POSQC") and Quality Improvement and Patient Safety Plan ensure our patients' access to safe and high quality care facilities which are continuously being improved.</li> </ul>	
 <p><b>Occupational Health and Safety</b></p>	<ul style="list-style-type: none"> <li>With robust internal controls to manage health and safety risks and performances, TMPL strives to eliminate work-related injuries and illnesses. TMPL also provides recreational activities to promote a healthier lifestyle.</li> <li>Staff who are required to travel overseas are insured. All staff are provided with medical and healthcare benefits, and a vaccination program which is conducted for employees on an annual basis is in place.</li> <li>Adoption of ISO 45001 certification as a management system to ensure the health and safety of our staff and visitors.</li> </ul>	 
 <p><b>Training and Education</b></p>	<ul style="list-style-type: none"> <li>TMPL has a training policy which strives to develop staff members' work potential and abilities. An annual Training and Development Needs Analysis is conducted and involves each staff member and their immediate in-charge in identifying and agreeing on their training needs.</li> <li>We provide trainings such as general training, competency-based training, as well as specialty training to employees according to their roles. Our employee learning and development interventions and programmes include advanced diplomas and degrees on specific allied health programmes.</li> </ul>	 





# MATERIALITY

Material Factors	TMPL’s Initiatives	UN SDGs
 <p><b>Environmental Compliance</b></p>	<ul style="list-style-type: none"> <li>• TMPL strives to improve its energy efficiency through the use of more energy-efficient LED lighting and water-cooled chillers for our air-conditioning system.</li> <li>• Waste including bio-hazard waste, cytotoxic waste, and general waste are generated during our operations, and we have a standard operating procedure (“SOP”) in place to ensure that the waste is disposed in an appropriate manner.</li> <li>• Adoption of ISO 14001 management system as commitment towards compliance to legal requirements.</li> </ul>	  
 <p><b>Compliance with Laws and Regulations</b></p>	<ul style="list-style-type: none"> <li>• TMPL practises good corporate governance to operate in a highly regulated healthcare industry, and has established robust governance policies and processes that are the cornerstones of the regulatory compliance agenda.</li> </ul>	




# STAKEHOLDER ENGAGEMENT

At TMPL, we are committed to developing and maintaining strong relationships with our stakeholders. We practise open and two-way communications with our stakeholders, which allows us to align our sustainability approach with our stakeholders' needs and expectations.

Our key stakeholder groups and approach to engage with them are described in the following table:

Key Stakeholders	Forms of Engagement	Frequency	Key Focus Areas
<b>Internal</b>			
 <p><b>Employees</b></p>	<ul style="list-style-type: none"> <li>• Staff meetings</li> <li>• Intranet and newsletter</li> <li>• Training</li> <li>• Performance appraisals</li> <li>• Social activities</li> <li>• Senior Leaders' walk rounds</li> </ul>	<ul style="list-style-type: none"> <li>• Throughout the year</li> </ul>	<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>External</b>			
 <p><b>Customers</b> (including patients and family members of patients)</p>	<ul style="list-style-type: none"> <li>• Customer satisfaction survey</li> <li>• Corporate website</li> <li>• Customer hotline</li> <li>• Ward rounds</li> <li>• Hospital tours</li> </ul>	<ul style="list-style-type: none"> <li>• Daily</li> </ul>	<ul style="list-style-type: none"> <li>• Quality patient care</li> <li>• Clean and safe environment</li> <li>• Customer service</li> <li>• Pricing of services</li> <li>• Prompt response for enquiries and feedback</li> </ul>
 <p><b>Doctors</b></p>	<ul style="list-style-type: none"> <li>• Phone calls, e-mails and meetings</li> <li>• Breakfast sessions</li> <li>• Clinic visits</li> <li>• Continuing Medical Education (CME) sessions</li> </ul>	<ul style="list-style-type: none"> <li>• Throughout the year</li> </ul>	<ul style="list-style-type: none"> <li>• Clinical quality</li> <li>• Staff competency and support</li> <li>• Pricing and quality of facilities</li> </ul>
 <p><b>Shareholders</b></p>	<ul style="list-style-type: none"> <li>• Release of financial results and announcements, press releases and other required disclosures through SGXNet and TMG's website</li> <li>• Annual Report</li> <li>• Annual General Meeting</li> </ul>	<ul style="list-style-type: none"> <li>• Throughout the year</li> </ul>	<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

Key Stakeholders	Forms of Engagement	Frequency	Key Focus Areas
 <p><b>Government and Regulators</b></p>	<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>	<ul style="list-style-type: none"> <li>• Throughout the year</li> </ul>	<ul style="list-style-type: none"> <li>• Compliance with relevant laws and regulations</li> <li>• Prompt and accurate regulatory disclosures</li> </ul>
 <p><b>Suppliers and Contractors</b></p>	<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>	<ul style="list-style-type: none"> <li>• Throughout the year</li> </ul>	<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>
 <p><b>Local Communities</b></p>	<ul style="list-style-type: none"> <li>• Public education programmes and support for local non-profit organisations</li> </ul>	<ul style="list-style-type: none"> <li>• Throughout the year</li> </ul>	<ul style="list-style-type: none"> <li>• Contribution to and engagement with the local community</li> </ul>

# PERFORMANCE HIGHLIGHTS<sup>2</sup>

## CUSTOMER EXPERIENCE



**13:1**  
Compliments to complaints ratio



**Choice hospital again**  
**98%**  
selected “definitely” and “likely”



**Customer satisfaction**  
**99%**  
selected “much better than expected” and “better than expected”



**Recommend TMPL to friends**  
**98%**  
selected “definitely” and “likely”



**Zero**  
non-compliance incidents concerning health and safety impacts

## EMPLOYEE CULTURE



**Zero** Workplace fatalities



**2** High-consequence work-related injuries



**55** Average training hours for nursing staff

## GOVERNANCE



**Zero** non-compliance incidents with environmental laws and other relevant laws



**Zero** major complaints concerning breaches of customer privacy and losses of customer data

### 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.

<sup>2</sup> Performance Highlights are based on average performance data during the 18-month reporting period from January 2019 to June 2020.

# CUSTOMER EXPERIENCE

## CUSTOMER SATISFACTION

At TMPL, our customers are our top priority as strong customer satisfaction ensures the retention of our customers and reinforces positive branding for the Group. TMPL has considered patients' needs, preferences, and expectations for their choice of the healthcare centre in its design and planning of services and this is further exemplified in our target for ISO 9001 *Quality Management System* certification by 2021. It is paramount to continuously enhance the quality of our services so that patients are likely to return and make recommendations to their families and friends when they have a good perception of the quality of healthcare services at TMPL.

To enhance the overall service, safety and quality improvement strategies across the continuum of care, we have adopted the Patient Experience Drivers model to further our commitment to service excellence.

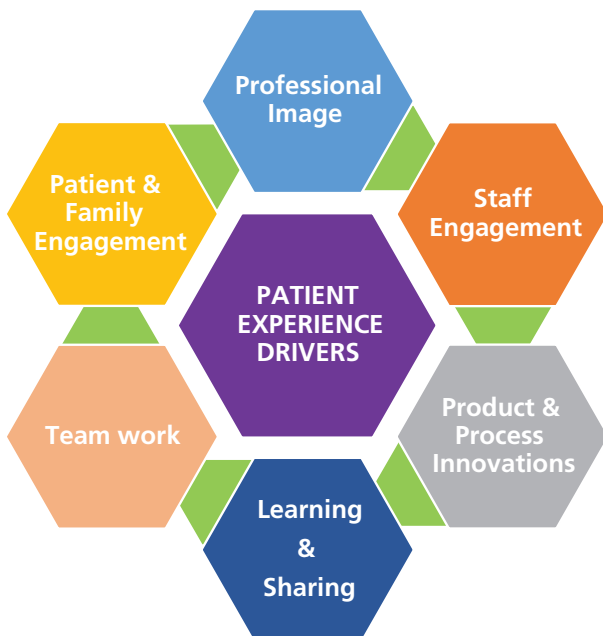


Diagram 1: Patient Experience Drivers Model

Additionally, Service and Product Innovation at TMPL is an on-going strategy to engage and improve the overall customers experience.

Some of these services include confinement food home delivery services, home care visits by lactation consultants, training for helpers at home, and a loyalty programme with benefits to allow our patients to use services within TMPL. Patients who deliver at our hospital are provided with follow-up services by our lactation consultants, such as post-discharge phone calls to support, coach, and guide our patients to achieve success in breastfeeding. Patients who delivered their babies and discharged over the weekends are also entitled to a free phone consultation and personalised parent craft clinic visit review by our lactation consultants.



Our brand of care has our patient's needs at heart

The following table presents our customer satisfaction performance for the current reporting period, and for which we continue to set high targets corresponding to our emphasis on these aspects for the forthcoming year:

Performance Results	FY2020		FY2018	Targets
	1 Jul 19 to 30 Jun 20 (12-month)	1 Jan 19 to 30 Jun 19 (6-month)	1 Jan 18 to 31 Dec 18 (12-month)	FY2021
Compliments to complaint ratio	13:1	21:1	33:1	20:1
Choice of hospital again (selected "definitely" and "likely")	98%	99%	98%	100%
Customer satisfaction (selected "much better than expected" and "better than expected")	99%	99%	99%	100%
Recommend TMPL to friends (selected "definitely" and "likely")	98%	98%	98%	100%

Our Customer Experience Committee ("CEC") anchors our service excellence strategic thread. The CEC developed our service excellence framework and executes customer service strategy through Thomson Touch Service Training, department-based clinical and service huddles, improvement initiatives and audits. These ensure the consistency of service standards on-site and off-site TMPL facilities and during the reporting period, we achieved the patient experience index above the target of 85%.

To further enhance the customer experience, we have developed an electronic meal ordering system ("eMOS"), which is a system through which patients' meal orders are taken using an iPad or desktop in the wards. This system captures and conveys critical information such as patient's food allergies, therapeutic diets and special requests for meal preparation. By doing so, eMOS ensures the right diet is prepared for the patients; additionally, a meal inventory tracking system is built-in to reduce cooked food waste and save resources.

The following new service improvement initiatives in this reporting period are as follows:

ThomsonBaby.com, a one-stop e-commerce site that provides patients with access to our range of products and

easy-to-access information. Through this platform, patients can register for confinement food services, childbirth education lessons, hospital tours, maternity membership registration, and book their maternity experience with the hospital online. With this initiative, our customers have greater autonomy to personalise our services to meet their needs.

In today's COVID-19 pandemic, we continue to support our patients by introducing daily virtual baby care classes where parents who stay with us at the hospital can log in remotely over a video conferencing platform to learn baby care and basic breastfeeding tips from the lactation consultant from the comfort of their own inpatient rooms. The interactive nature of the digital platform allows parents to pose questions and clarify their doubts, giving them the knowledge and confidence to care for their babies even after they return home.

Telehealth solutions also allow doctors to conduct consultations with patients in a safe manner amidst the COVID-19 pandemic. In June 2020, TMPL partnered with OCBC Bank via the HealthPass mobile application to allow patients to have access to TMPL's specialists via video consultations and receive medications delivered to their doorstep.

### Ultragram Application

Ultragram is a mobile application that has been designed to deliver patients' ultrasound images digitally, so that they can have access to these images throughout their pregnancy. Moving away from hardcopy image scans or discs, TMPL's patients will now be able to view, store, and even share their ultrasound images via the Ultragram platform.

We are planning to scale up this application to serve as a personal repository for all radiology service scans done at TMPL.

# CUSTOMER EXPERIENCE

## CUSTOMER HEALTH AND SAFETY

As a healthcare provider, we are responsible for protecting our customers' health and safety through our management systems and facilities while seeking treatment. Improving the quality and safety of our healthcare services remain a key focus area for us. Hence, our Quality Improvement and Patient Safety Plan ("QPS") provides a framework to monitor, analyse and improve the quality and safety of our patients. This plan supports our pursuit to provide clinical excellence.

In order to implement and evaluate the QPS plan, we have established sub-committees such as the Nursing Quality Assurance Committee, Nursing and Allied Health Quality Assurance Committee and Property and Operational Support Services Quality Assurance Committee.

We collect and analyse data and use quality indicators to determine our levels of performance as well as identify opportunities for improvement. The decision to act will depend on a prioritization matrix.

TMPL also strives to meet the following International Patient Safety Goals ("IPSG") which promote specific improvements in patient safety, highlight problematic areas in healthcare, and apply evidence- and expert-based consensus solutions to these problems. Our IPSG data are reviewed thrice annually by our Mortality and Morbidity Committee.

- Goal 1:** Correct baby identification
- Goal 3:** Safety in dispensing High Alert Medication ("HAM")
- Goal 4:** Ensure safe surgery via compliance to the time-out procedure prior to surgery
- Goal 5:** Compliance to the World Health Organisation's ("WHO") 5 Moments of Hand Hygiene
- Goal 6:** Reduce risk of harm resulting from inpatient falls

For the reporting period, there were zero incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of our products and services of our products and services, and we target to continue with our full compliance with these regulations and voluntary codes for FY2021.

### Hand and Food Hygiene Audits

We conducted monthly hand hygiene audits and weekly food hygiene audits throughout the year. In line with Goal 5 of the IPSG, we adopted and implemented WHO evidence-based hand hygiene guidelines to reduce the risk of healthcare-associated infections. Nurses and doctors were audited on their adherence to the Five Moments of Hand Hygiene<sup>3</sup>.

The food hygiene audit criteria were adapted from the National Environment Agency's Food Hygiene Audit Checklist. This covered the general conditions of the kitchen, storage of food, functionality of refrigerators and cold room, diet presentation and quality, cleaning standards and staff hygiene.



Quality improvement is a key focus area for our nursing team to deliver the best care to our patients

<sup>3</sup> For more information on the Five Moments of Hand Hygiene: <https://www.who.int/infection-prevention/campaigns/clean-hands/5moments/en/>

The following table illustrates our performance results in relation to the hygiene audits for the reporting period:

Performance Results	FY2020		FY2018	Targets
	1 Jul 19 to 30 Jun 20 (12-month)	1 Jan 19 to 30 Jun 19 (6-month)	1 Jan 18 to 31 Dec 18 (12-month)	FY2021
Compliance rate of monthly hand hygiene audits	87%	88%	88%	80%
Compliance rate of weekly food hygiene audits	84%	83%	84%	85%

During the reporting period, we achieved compliance rates above the 80% benchmark of the Australian National Hand Hygiene Audit Program<sup>4</sup>.

The Food Hygiene audit results and patients’ feedback were reviewed during the monthly Food Committee Meeting and opportunities for improvement were identified. Among the many improvement initiatives, one notable project was “Delivering The Right Special Diet to The Right Patient Every Time”. This project was accepted for a Poster Presentation at the International Forum, Quality and Safety in Healthcare, BMJ Conference in Copenhagen, Denmark in April 2020.

For infection prevention and control, TMPL has an Emergency Preparedness for Disease Outbreak Hospital Administrative Policy (“HAP”) and an annual Infection Prevention and Control Training for all staff. TMPL also undergoes a bi-annual Infection Control and Control Standards Audit where every department in the hospital will be audited using the National Infection Control and Prevention Standards by our internal auditors. Furthermore, there are monthly inspections conducted by the Infection Control Manager and Property and Operations Services Management Team to ensure overall safety.

When the first cases of COVID-19 were reported internationally, we immediately established the COVID-19 Advisory Committee comprising specialists in Infectious Diseases, Obstetrics & Gynaecology, Paediatrics, as well as members of our senior management and Medical Advisory Board to provide professional inputs into our emergency preparedness responses and clinical policies.

Concurrently, TMPL activated its Emergency Preparedness Plan when MOH raised Singapore’s Disease Outbreak Response System Condition (“DORSCON”) to Yellow and subsequently, Orange. This comprehensive plan provides detailed standards, procedures, and policies specific to disease outbreaks.

TMPL conducted daily COVID-19 taskforce operations meetings to secure the hospital, closely manage processes, and effectively respond to the constantly evolving nature of the situation. In addition to tightening our operating processes, TMPL implemented the appropriate measures for disease containment by providing Personal Protective Equipment (“PPE”) for patients and staff, increasing the intensity and frequency of audit procedures, and implementing contact tracing for confirmed cases. TMPL has also set up external treatment and isolation facilities outside the hospital’s premises to segregate and manage patients with fever and respiratory symptoms. Subsequently, a COVID-19 swab room fulfilling MOH criteria was set up in an external facility, with installed air extractors to create negative pressure when nasopharyngeal swabs are taken for patients. Air in the swab room undergoes UV disinfection prior to release.



<sup>4</sup> More information on the Australian National Hand Hygiene Audit Program can be found at <https://www.hha.org.au/audits/national-data/national-hand-hygiene>

# EMPLOYEE CULTURE

## 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* and ISO 45001 *Occupational Health and Safety System*. This provided

a systematic, integrated holistic risk-based approach to manage the interactions between work, safety and health to promote the well-being of the employers and employees. This invariably would translate to a better-engaged, healthy, productive workforce in a safe workplace with reduced absenteeism rate and healthcare costs contributing to better business performance. A hospital occurrence reporting system is in place to report all incidents, including health and safety of visitors and partners.

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

Performance Results	FY2020		FY2018	Targets
	1 Jul 19 to 30 Jun 20 (12-month)	1 Jan 19 to 30 Jun 19 (6-month)	1 Jan 18 to 31 Dec 18 (12-month)	FY2021
Number and rate of recordable work-related injuries	6	8	1	Zero injuries
Number and rate of high-consequence work-related injuries	1	1	Zero injuries	Zero injuries
Number of needlestick injuries	2	6	3	Zero injuries

Over the 18-month reporting period, the average rate of work-related injuries is 5.99<sup>5</sup> and the rate of high-consequence work-related injuries is 0.86<sup>5</sup>. Based on the submitted Hospital Occurrence Report, these injuries were caused by carrying heavy items. There were also 8 cases of needlestick injuries, but none of these injuries contributed to fatalities or 6-month absences from work.

To reduce needle-stick injuries, small sharp boxes, which are closable, puncture-proof, and leak-proof are placed on the medication and procedure trolleys to easily dispose objects and needles. Reinforcement on safe handling and disposal of sharps and needles were carried out through training and audits.

### Staff Protection

TMPL strives to ensure the health and safety of our staff by providing safe working conditions which will invariably contribute to staff satisfaction and increase productivity. This includes the following initiatives:

- Identification of staff who are at risk of exposure to and possible transmission of vaccine preventable diseases through a staff vaccination programme. Every year, we conduct basic health screening and seasonal influenza

vaccinations for our employees. We also organise other health and wellness activities to engage our employees.

- Fire safety training conducted by the Fire Safety Manager at the hospital twice a year.
- Health and safety risk assessment exercise which is reviewed and updated thrice a year.

With the COVID-19 situation, TMPL imposed tighter access and infection control measures to protect the health and safety of our patients and staff. The hospital has adopted all mandated safe distancing guidelines from MOH and Ministry of Manpower (“MOM”) for the protection of all staff while at work. All departments work in split teams and observe staggered arrival and departure timings. Where possible, back-end staff are encouraged to work from home to further support safe distancing measures and prevent overcrowding in the offices.

During the onset of the pandemic, TMPL also instituted a staff health surveillance system via our 24-hour walk-in clinic. Currently, staff who report sick are assessed and treated by resident physicians at the hospital's 24-hour clinic, and TMPL will administer COVID-19 swab and Polymerise Chain

<sup>5</sup> Calculated based on the methodology from the Ministry of Manpower Workplace Safety and Health Report 2018 = ((No. of Workplace Accidents Reported / No. of Man-hours Worked) x 1,000,000).

Reaction (“PCR”) tests for free to all staff who display acute respiratory infection symptoms. In addition to providing a safe and clean working environment, TMPL has installed perspex sheets in the canteen to protect all staff from the spread of COVID-19. This ensures that our staff health is kept in an optimal condition and any infectious clusters are identified, treated, and isolated early to prevent outbreaks among our healthcare workers. As a healthcare institution, this is of paramount importance in ensuring operational and business continuity, as well as the safety of our staff and patients.

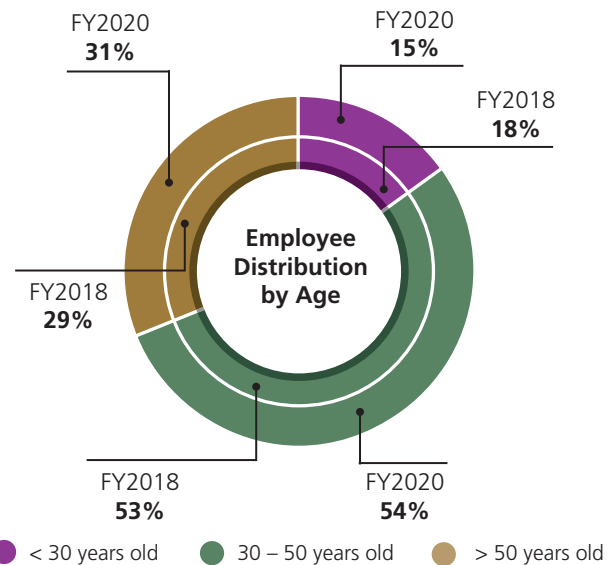
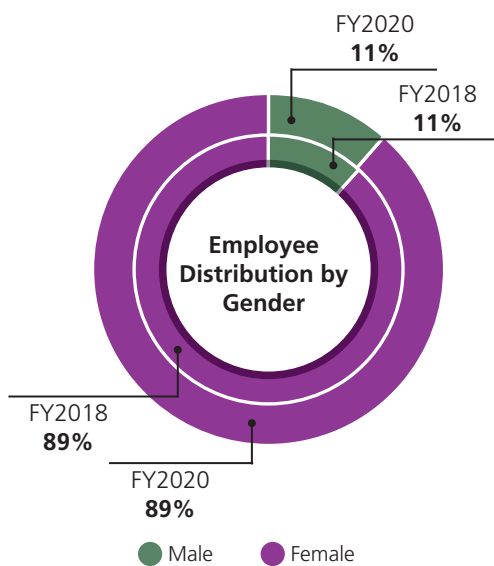
### TRAINING AND EDUCATION

A diverse workforce and long-term service employees contribute to the quality of the services that TMPL provides, hence promoting business growth. TMPL has a relatively diverse workforce of different age groups while our employees

are largely female due to the nature of our business, which largely focuses on women and children healthcare.

Our workforce composition also had 15% who are less than 30 years old, 54% between the ages of 30 to 50 years, and 31% above 50 years old. Majority of our nursing staff contribute to the age group of 30 to 50 years, due to the physical requirements of their work; TMPL also retains a significant portion of its employees above 50 years old as they bring value in terms of their long-term experience in the healthcare industry.

Overall, in comparison to FY2018, our employee distribution statistics remain consistent for this reporting period, and are further illustrated in the following diagrams:



The average monthly new hire rate at TMPL during the reporting period is 1.6%, slightly higher compared to the monthly new hire rate for the industry of 1.5%<sup>6</sup> in Q2 2020. The monthly employee turnover rate is at 0.9%, which is also comparable to the monthly turnover rate for the industry of 0.8%<sup>6</sup> in Q2 2020. We have sub-contracted some parts of our work, such as housekeeping and valet services.

Having a workforce that is equipped with the appropriate skills and best practices is also crucial for the delivery of quality patient care and services to our patrons and their family members. In addition, a well-trained workforce improves employee morale and talent relation by fulfilling their potential and ensuring that their skill sets remain current and competitive.

6 Ministry of Manpower Labour Turnover 2020. <https://stats.mom.gov.sg/Pages/LabourTurnoverTimeSeries.aspx>

# EMPLOYEE CULTURE

TMPL's training policy strives to develop staff members' work potential and ability. An annual training and development needs analysis is conducted and involves each staff member and their immediate supervisor in identifying and agreeing on their training needs. The Human Resource Department and Nursing Administration Department are responsible for nursing staffs' 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 such as leadership, communications, problem-solving, teamwork, developing and coaching the employees, are also crucial to their jobs.

We provide general trainings, competency-based trainings, as well as specialty trainings to employees according to their roles. For example, our front service staff are provided with service training while our support staff such as operations and finance undergo technical skills upgrades, and attend relevant seminars and conferences. Our employee learning and development interventions and programmes include advanced diplomas and degrees on specific allied health programmes, and informal interventions such as on-the-job coaching.

Some of the training and development programmes on these 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
Cyber security awareness	All employees
Fire drill briefing	All employees
Fire safety talk	All employees
<b>Leadership training</b>	
Leadership development workshop	Managers and above
Discovering EQ @ Workplace Workshop for Leaders	Managers and above
<b>Quality training programs</b>	
Root cause analysis	Nursing (Managers & Clinicians) Non-Nursing (Executives and above)
Quality improvement toolkit	Nursing (Managers & Clinicians) Non-Nursing (Executives and above)
Risk management and patient safety (RMPS)	Nursing
LEAN training	Nursing & Non-nursing (for identified quality improvement champions)
<b>Service training programs</b>	
Thomson Touch	Nursing

### Thomson Touch

Thomson Touch is a development programme dedicated to providing tailored training for our nurses. This programme provides nurses with skills that ensure quality care and service are provided to our patients. Thomson Touch highlights our commitment to our patients as we dedicate extra investment into the training of our nurses.

Our average training hours for nursing and non-nursing staff are highlighted in the following table. We strive to encourage continuous learning for the professional development of our staff and for FY2021, we aim for our nursing staff to have 40 hours of clinical training annually, and for non-nursing staff to complete key training programs annually.

Performance Results	FY2020		FY2018	Targets
	1 Jul 19 to 30 Jun 20 (12-month)	1 Jan 19 to 30 Jun 19 (6-month)	1 Jan 18 to 31 Dec 18 (12-month)	FY2021
Average training hours for nursing staff	24	31	19	40
Average training hours for non-nursing staff	2	2	5	To complete key training programs annually

All employees undergo a robust annual performance appraisal to assess their overall achievement rating based on their agreed performance goals and proficiency rating based on their respective position competencies. Wherever possible, nurses are also transferred to other departments or specialities to widen their competency levels.

Maintaining competence is a professional responsibility for our nurses and to enhance our nurses' knowledge, a "learning journey" was created for them to track their continuous learning in their own time. In support of this, TMPL introduced a new educational initiative through a digital platform with online assessments which are applicable to different specialities and require a passing rate of more than 80% for each assessment. For the reporting period, our attendance improved from 75% to 78% for all nurses. TMPL

will also aim to achieve more than 90% attendance with effect from 2021.



## EMPLOYEE CULTURE

### Other Talent Development Initiatives

In addition to the above training and development programmes, TMPL celebrated the 8<sup>th</sup> Quality Week in 2019, as part of our service excellence corporate strategy. The theme was “Do it right! Do it well! Do it with a smile!”. The Quality Week was lined up with a slew of activities, such as learning from distinguished speakers from the National Library Board (“NLB”), Spectrum Management Consulting, DBS, and Fusion Management Safety Singapore, Security Awareness and Creative Coaching Workshops, Panel Discussion on Innovations at TMC and ended with a finale of Quality Improvement and Excellence in Action Award Presentation Ceremony.

TMPL also sponsored the Thomson Medical Final Year Nursing Student Award 2019 to recognise the top student pursuing a Bachelor of Science with Honours in the Nursing degree programme at Singapore Institute of Technology (“SIT”). This award acknowledges and encourages students in their pursuit of choosing nursing as profession.



Team Thomson after a fulfilling session at the 8<sup>th</sup> Quality Week

# GOVERNANCE

## ENVIRONMENTAL COMPLIANCE

TMPL understands the importance of compliance with environmental laws and regulations to maintain its license to operate. In addition to environmental compliance, proper environmental management helps TMPL to minimise its business impacts on the environment.

During the reporting period, there were no non-compliance incidents with environmental laws or regulations which resulted in significant<sup>7</sup> monetary fines, or non-monetary sanctions of cases brought through disputes resolution mechanisms for non-compliance. We aim to continue with zero non-compliance incidents concerning environmental laws or regulations for FY2021.

### Energy

Through our various initiatives to drive efficient energy consumption, the chillers and air handling units in the hospital were fitted with Variable Speed Drives (“VSD”) to improve energy conservation throughout the year. In addition, progressive replacement of all lightings at the hospital have been retrofitted with LED lighting.

In September 2020, TMPL received the Green Mark certification awarded by the Building & Construction Authority (“BCA”) of Singapore. As a Green Mark certified building, TMPL abides by a comprehensive framework for the authorities to assess the overall environmental performance of our building. The assessment criteria evaluate energy efficiency, water efficiency, sustainable operation and management, indoor environment quality and other green features.

### Water

To conserve water, TMPL has progressively adopted low pressure water systems and employed high water-efficient labelled products in all public toilets. These include taps, dual flush low capacity flushing cisterns (“LCFCs”), urinals, and flush valves. In January 2020, TMPL was awarded the Public Utilities Board (“PUB”) Water Efficient Building (“WEB”) Basic certification.

### Waste

To ensure that waste is segregated and properly disposed, our bin liners are colour coded to differentiate the various types of waste. Recycling waste bins are also placed in the hospital for segregation, while non-soiled PPE are segregated and disposed as general waste in line with MOH guidelines to reduce the amount of biohazard waste generated. As part of our recycling initiatives, carton boxes are also segregated and collected by an external service provider.



Green initiatives help Thomson Medical's facilities manage environmental impact

Other efforts to reduce waste include new paperless initiatives to contribute to a greener environment, with TMPL being the first private hospital in Singapore to implement the e-Notification of Live Birth in January 2019, that converts all the paper notifications to electronic notifications. From December 2019, we have also been working closely with clinics to receive electronic admission welcome packs via e-mail instead of paper copies.

To improve our internal operational efficiencies and reduction of paper usage, TMPL will be implementing a Document Management System (“DMS”). The DMS, with its Optical Character Recognition (“OCR”) capabilities, auto indexing, configurable eForm and workflow creation allows the Patient Service Centre to save the admission documents directly into DMS without the need to print and store them off-site. For hardcopy forms currently used in TMPL, such as finance claims and training requests, all can be built into DMS so that all future submissions are online. On top of that, policies and SOPs can be uploaded to the DMS and routed for review and approval – reducing the need for staff to print the documents and manually circulate for approval.

Our internal trainings have also transitioned to a paperless approach when conducting courses. Participants are provided with electronic training materials rather than paper handouts, with course evaluation forms all done online with participants awarded electronic certificates.

<sup>7</sup> Significant referring to monetary fines over SGD 10,000.

# GOVERNANCE

In our efforts towards improving overall environmental performance via more efficient use of resources and reduction of waste, TMPL has commenced measurement of the following indicators in this reporting period, for the monitoring of our environmental performance under ISO 14001 *Environmental Management System* requirements.

Environmental Index	1 Jul 19 to 30 Jun 20 (12-month)	1 Jan 19 to 30 Jun 19 (6-month)
Electricity consumption index (kWh/patient-day)	86.05	84.46
Water consumption index (m <sup>3</sup> /patient-day)	0.84	0.82
Biohazard waste index (L/patient-day)	7.85	6.86
Non-hazardous general waste index (kg/patient-day)	12.17	11.79

In the forthcoming period, TMPL will strive to maintain the current index performances, with no more than 5% increase while ensuring the required levels of clinical care and patient safety.

TMPL will continue to promote continual awareness among our staff and tenants on energy consumption, water conservation, and waste management measures by implementing the following:

- Circulate e-mails to tenants and staffs to increase awareness.
- Put up educational posters in wardrooms and public spaces in the hospital.
- Conduct regular checks on the water fittings and replace faulty fittings with PUB-approved low pressure water systems and high water efficient labelled products.
- Training and education of staff and tenants.



## COMPLIANCE WITH LAWS AND REGULATIONS

TMPL practices good corporate governance to operate in a highly regulated healthcare industry as non-compliances can result in hefty fines and reputational damage. Protecting our customers' sensitive and confidential information is also key to building customer confidence, loyalty, and trust in our brand.

Trainings are provided for our employees with regard to compliance-related issues relevant to their business functions. All new employees are also introduced to the company's Customer Privacy Policy, with all employees required to adhere to the Employee Code of Conduct to maintain high levels of integrity throughout our operations.

During the reporting, there were no substantiated major complaints concerning breaches of customer privacy or losses of customer data. Additionally, there were no non-compliances in relation to relevant laws and regulations where non-compliance would have resulted in significant<sup>7</sup> monetary fines, non-monetary sanctions, or cases brought through dispute resolution mechanisms. For FY2021, we strive to continue having zero major complaints concerning breaches of customer privacy or customer data losses and zero non-compliances to relevant laws and regulations.

<sup>7</sup> Significant referring to monetary fines over SGD 10,000.

## LOCAL COMMUNITIES

TMPL strives to improve the health and livelihoods of our communities. TMPL also contributes to improving our nation's total fertility rate and Singapore's population through raising the community's awareness on family planning and fertility issues.

Several initiatives were implemented by TMPL during the reporting period which targeted at improving the lives of women and children. We partnered many organisations committed to improving the lives of women and children, and organised 8 large-scale public seminars and 1 online webinar. These seminars were heavily subsidised by TMPL's partners and aimed to equip mothers-to-be with knowledge from renowned obstetricians, paediatricians, TCM physicians, and parentcraft specialists. Participants paid a nominal fee to learn about pregnancy, weaning, and children's health. Through these seminars, TMPL managed to reach out to over 4,000 participants.

### KNOW YOUR FERTILITY WELLNESS CAMPAIGN

Since 2016, Thomson Fertility Centre ("TFC") has also been partnering I Love Children ("ILC"), the voluntary welfare organisation behind the annual national campaign "Know Your Fertility Wellness". The campaign reaches out to young adults and couples island-wide on the topics of fertility health and family power, with the purpose of keeping Singapore's population young by advocating a higher priority to having children earlier in their adulthood. In 2019, TFC, being the only private healthcare institution that ILC partnered with, once again supported the cause by sponsoring complimentary fertility health screenings worth S\$80,000 to 200 couples. TFC, together with Thomson Chinese Medicine, will be supporting the campaign again in 2020. By making fertility health checks available at zero to low cost to couples who would otherwise not have proceeded with one, we provide the opportunities for more couples to understand their fertility status to be able to make well-informed reproductive and family planning decisions.

### RARE DISEASE FUND



In alignment with providing people with the opportunity to be healthy, we aid those with rare diseases who often do not have available treatments and subsequently have shorter lifespans. In conjunction with Thomson Medical's 40<sup>th</sup> anniversary, the organisation lent support to the Rare Disease Fund ("RDF") – a charity fund that provides long-term financial support for such patients. In total, TMPL and its employees raised S\$40,000 for the RDF which funds available treatments that require high-cost medicines, substantially increasing patients' life expectancies and improving their quality of life.



Thomson Medical organises public education seminars to raise awareness on parenting and pregnancy

### THOMSON BREAST CENTRE SEMINARS

Thomson Breast Centre, one of TMPL's newest addition to its suite of services for women's health, collaborated with Icon Cancer Centre to establish a series of free consumer seminars focusing on holistic breast cancer education. These seminars aimed to raise awareness about the deadliest cancers in women and their treatment options, with insights from a breast surgeon, medical oncologist, and radiation oncologist.

### RED CROSS BLOOD DONATION DRIVE

In support of the National Blood Programme, TMPL organised a blood donation drive on 1 September 2020 with the Singapore Red Cross Society. The drive collected a total of 40 units of blood that will help patients in Singapore have the necessary access to safe and sufficient blood supplies.



# GRI CONTENT INDEX

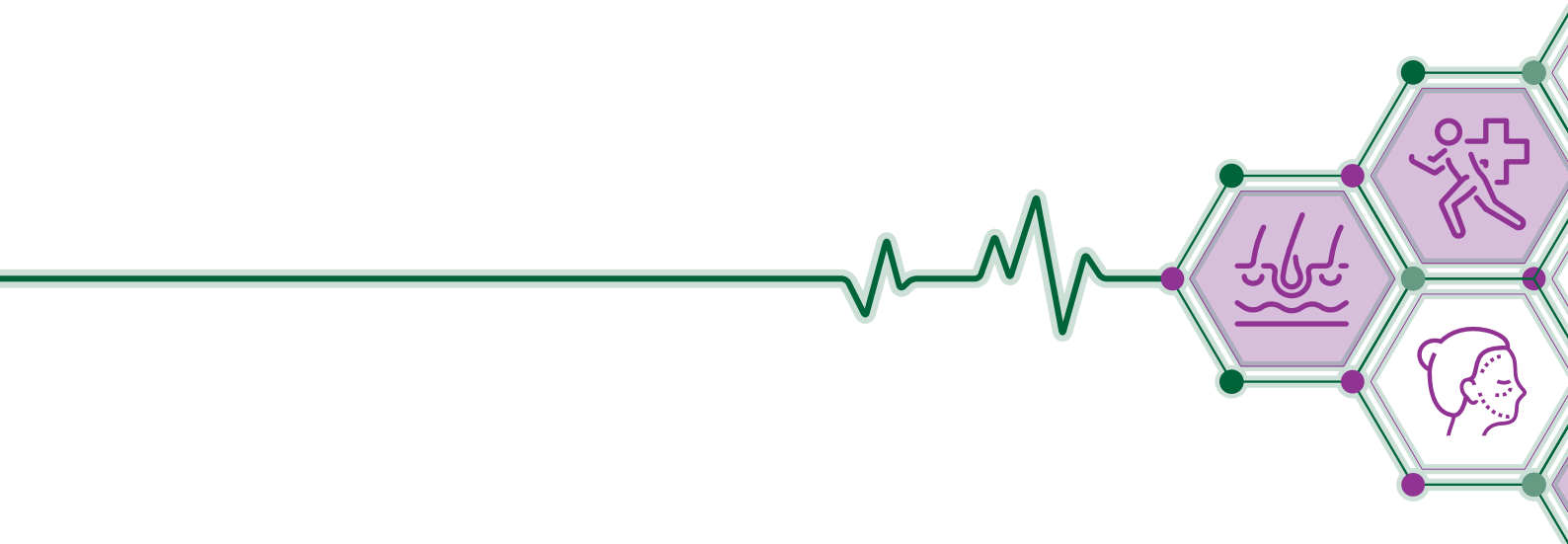
GRI Standards		Notes/Page number(s)
<b>General Disclosures</b>		
<b>Organisational Profile</b>		
102-1	Name of the organisation	Thomson Medical Group Limited
102-2	Activities, brands, products, and services	About Thomson Medical Group Limited, Page 2
102-3	Location of headquarters	About Thomson Medical Group Limited, Page 2
102-4	Location of operations	About Thomson Medical Group Limited, Page 2
102-5	Ownership and legal form	Thomson Medical Group Limited 2020 Annual Report
102-6	Markets served	About Thomson Medical Group Limited, Page 2
102-7	Scale of the organisation	About Thomson Medical Group Limited, Page 2
102-8	Information on employees and other workers	Training and Education, Page 19 to 21
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 organisation and its supply chain	Acquisition of the healthcare business was completed in April 2018, while the divestment of the real estate business was completed in January 2019.
102-11	Precautionary principle or approach	TMPL's risk management includes environmental risk management such as disease outbreaks.
102-12	External initiatives	TMPL is currently not part of any externally-developed economic, environmental and social charters, principles, or other initiatives.
102-13	Membership of associations	TMG is a member of the Sale of Infant Foods Ethics Committee Singapore ("SIFECs"), Reproductive Technology Accreditation Committee ("RTAC") and Singapore National Employer Federation ("SNEF").
<b>Strategy</b>		
102-14	Statement from senior decision-maker	Board Statement, Page 5

GRI Standards		Notes/Page number(s)
<b>General Disclosures</b>		
<b>Ethics and Integrity</b>		
102-16	Values, principles, standards, and norms of behaviour	Sustainability Approach, Page 7
<b>Governance</b>		
102-18	Governance structure	Board Statement, Page 5 Sustainability Approach, Page 7
<b>Stakeholder Engagement</b>		
102-40	List of stakeholder groups	Stakeholder Engagement, Page 11 to 12
102-41	Collective bargaining agreements	Not applicable as TMPL does not have or belong to any Union, and are not bound by any collective agreements.
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 the Financial Statements 2020 Annual Report
102-46	Defining report content and topic Boundaries	About this Report, Page 6
102-47	List of material topics	Materiality, Page 8 to 10
102-48	Restatements of information	Not applicable as there are no significant restatements of previously reported information.
102-49	Changes in reporting	Board Statement, Page 5
102-50	Reporting period	About this Report, Page 6
102-51	Date of most recent report	The Sustainability Report 2018 was published in June 2019.
102-52	Reporting cycle	Annual
102-54	Claims of reporting in accordance with GRI Standards	About this Report, Page 6
102-55	GRI content index	GRI Content Index, Page 26 to 29
102-56	External assurance	TMG has not sought external assurance on this Report.

# GRI CONTENT INDEX

GRI Standards		Notes/Page number(s)
<b>General Disclosures</b>		
103-1	Explanation of the material boundary and topic	<p>The material factor boundaries are defined as where TMPL has significant impacts and has caused or contributed to the impacts through its business relationships.</p> <p>Material factors with internal boundaries are as follows:</p> <ul style="list-style-type: none"> <li>• Economic Performance</li> <li>• Occupational Health and Safety</li> <li>• Training and Education</li> </ul> <p>Material factors with internal and external boundaries are as follows:</p> <ul style="list-style-type: none"> <li>• Customer Satisfaction</li> <li>• Customer Health and Safety</li> <li>• Environmental Compliance</li> <li>• Compliance with Laws and Regulations</li> </ul> <p>Additional disclosures with internal and external boundaries are as follows:</p> <ul style="list-style-type: none"> <li>• Local Communities</li> </ul>
<b>Material Topics</b>		
<b>Economic Performance</b>		
103-2	The management approach and its components	Thomson Medical Group Limited 2020 Annual Report: <ul style="list-style-type: none"> <li>• Letter to Shareholders</li> <li>• Operational Review</li> <li>• Financial Highlights</li> <li>• Financial Contents</li> </ul>
103-3	Evaluation of the management approach	
201-1	Direct economic value generated and distributed	
<b>Customer Satisfaction</b>		
103-2	The management approach and its components	Customer Satisfaction, Page 14 to 15
103-3	Evaluation of the management approach	
<b>Customer Health and Safety</b>		
103-2	The management approach and its components	Customer Health and Safety, Page 16 to 17
103-3	Evaluation of the management approach	
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	

GRI Standards		Notes/Page number(s)
<b>General Disclosures</b>		
<b>Occupational Health and Safety (2018)</b>		
403-1	Occupational health and safety management system	Occupational Health and Safety, Page 18 to 19  Recordable work-related injuries refer to injuries that are reported to the authorities.  Rate of recordable work-related injuries for both employees and workers who are not employees but whose work and/or workplace is controlled by the organisation are zero.
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	
<b>Training and Education</b>		
103-2	The management approach and its components	Training and Education, Page 19 to 21  Average hours of training for nursing and non-nursing staff were disclosed by such categories due to the nature of the business.
103-3	Evaluation of the management approach	
404-1	Average hours of training per year per employee	
<b>Environmental Compliance</b>		
103-2	The management approach and its components	Environmental Compliance, Page 23 to 24
103-3	Evaluation of the management approach	
307-1	Non-compliance with environmental laws and regulations	
<b>Compliance with Laws and Regulations</b>		
103-2	The management approach and its components	Compliance with Laws and Regulations, Page 24



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