

# SUSTAINABILITY REPORT

**Total Bus Fleet Is Euro 5 Or Better**



**78%**

**Bus Services Are Wheelchair-Friendly**



**100%**

**Hours On Average Invested In Training Per Staff**



**close to 52**

**Staff Received The National Excellent Service Award**



**1,655**

**Students Reached Out To In Our School Engagement Programme**



**29,335**

**Compliments And Commendations Received**



**46,632**

In the last 12 months, we continue to build on the foundations that have been laid in the area of sustainability. From environment to health, safety and security, commuter engagement to employee development, labour-management relations to reaching out to the communities we serve, we are, and remain deeply committed to ensuring a more sustainable future, for current and future generations.

## ENVIRONMENT

At our new 102,000 square metres Ulu Pandan Bus Depot, solar energy is used to power the facility during the day. It is the first bus depot in Singapore to install the Photovoltaic Solar Panel System where more than 2,000 solar panels are spread out on its rooftops. Collectively, they generate about 840MWh of energy annually, which can be used to power up 175 units of four-room HDB flats for a year. Mindful about wastage, unconsumed surplus energy is fed into the national power grid system for utilisation.

We also scored another environmental first by piping NEWater into our Ulu Pandan Bus Depot for non-potable uses such as bus washing, which utilises the highest volume of water. NEWater is also used to irrigate the Depot's rooftop garden, which in turn helps to cool down the building and reduce energy consumption. This is purposeful as part of our effort towards water sustainability for the long term where we can expect to save more than 9,000 m<sup>3</sup> of potable water a year.

At our bus depots, we continue to reduce the use of paper forms and checklists during maintenance works by switching to electronic tablets. With the Bus Mobile Maintenance System, our technicians obtain work instructions, drawings, electrical schematics and parts information to carry out their work more efficiently. In 2018, we added another 35 tablets, and completed the roll-out of this green initiative across all our seven bus depots. With some 300 tablets now in use, we are able to reduce the use of about 850 reams of A4-sized paper and save some 27 trees annually.

The number of buses in our fleet that are more environmentally friendly also increased during the year. At the end of 2018, 78% of our fleet or 2,706 buses were Euro 5 compliant, emitting less pollutants into the environment.

Since December 2018, we have been

involved in a six-month trial for the Land Transport Authority (LTA) to operate diesel hybrid buses to further reduce exhaust emission into the environment. These hybrid buses are also quieter compared to the regular diesel buses, and this contributes to reducing noise pollution. We are operating these buses on Services 59, 93 and 272.

## HEALTH, SAFETY AND SECURITY

The safety and security of our employees, passengers and fellow road users rank high on our priority list.

On safety, our bus accident rate dropped to 0.12 per 100,000 km for 2018. This is an improvement of 0.03 per 100,000 km over that of 2017. We remained relentless in our efforts in safety training and retraining, including fine-tuning safety checks like the Bus Stop Drills and Junction Drills, and conducting regular safety awareness briefings for our Bus Captains (BCs) and interchange managers. Safety alerts and messages are also posted on our mobile application, "iLink". Designed for staff use, it also has features for reporting bus faults, safety issues and concerns and even suspicious activities observed at our premises or onboard our vehicles.

On an on-going basis, BCs continue to attend the compulsory "Driving Skills Enhancement Programme (DSEP)" to assess their driving competency and identify weaknesses for improvement as part of our refresher training for safer driving.

We continue to invest in technology to help our BCs to be safer drivers and provide commuters with smoother and more comfortable rides. We implemented Safe Green Eco System (SAGE) on buses under the Seletar and Bukit Merah Bus Packages. SAGE records and monitors the BCs' driving behaviour such as speeding and harsh acceleration and gives feedback in real-time through audio and visual alerts so that corrective actions can be taken. This system is also being rolled out fleet-wide and works are expected to be completed by 2019.

The GoRoute system, which enables BCs to learn their service routes and safety drills in a classroom setting, has completed its roll-out to all our 17 bus interchanges and 14 terminals. A video-based system, it traces the specific service route based on

actual road conditions with safety pointers on what to watch out for, such as school zones and accident black spot areas, so that BCs are equipped to anticipate route hazards as part of our safety training.

Meanwhile, more than half of our fleet is now equipped with Mobileye, which is an advanced driver assistance system that alerts BCs to an impending collision, so that they can take immediate defensive action.

We also extended the trial of Mobileye Shield+ to 10 buses, up from just one in the previous year. This system has two additional cameras mounted at the rear of the bus to eliminate blind spots when buses make a turn. This enables BCs to be aware of vulnerable road users such as motorcyclists, cyclists and pedestrians.

In addition, we have put on trial 30 sets of the "Golden Eye", which is a monitoring system installed in the bus driving cabin to detect fatigue and distraction through facial analysis. It sends out audio, visual and haptic alerts to the BC when such behaviour is detected.

At our MRT stations, we carried out modification works on two escalators at the North East Line (NEL) Chinatown MRT station to operate at a lower speed to better cater to the needs of elderly commuters. As a result of this, we have had zero safety incidents involving the elderly on these escalators and are looking to expanding this initiative to other stations in 2019.

Concurrently, we continued with our public education campaign on escalator safety. For 2018, we conducted the campaign at 11 MRT stations where commuters were encouraged to hold on firmly to the escalator handrails and use the lifts if they were carrying bulky or heavy bags. We also deployed staff at the escalator landings to reach out to the elderly.

Our Bus Business and the Downtown Line (DTL) have been certified under the ISO 45001 Occupational Health and Safety Management Systems upon meeting the requirements under its framework that improve employee safety, reduce workplace risks and create better, safer working conditions. As for the NEL and SPLRT, they are currently certified under a different standard - OHSAS 18001 - until October 2019, following which they will apply for the ISO 45001 certification. Our efforts in promoting and ensuring

workplace and commuter safety were recognised by the Land Transport Authority (LTA) at its annual Safety Convention, where we were awarded top honours in both the public bus and rail categories. Our DTL was conferred the inaugural "Safe Rail Line of the Year Excellence Award" while our Bedok Bus Package received the "Safe Bus Operator of the Year Excellence Award".

On security, our staff attended security briefings conducted by the Ministry of Home Affairs (MHA) and the Singapore Police Force to be updated on the dynamic security environment.

Besides this, we adopted the Threat Oriented Person Screening Integrated System (TOPSIS) developed by the MHA to enhance the security skillsets of our staff in detecting and screening suspicious persons on our premises. All staff, vendors and tenants attend the TOPSIS training and to-date, more than 6,000 have been trained. By 2019, all staff should have undergone this training. Recognising our security efforts in protecting our premises, the MHA presented us with a silver award in the Organisational category at the TOPSIS Award.

In August 2018, body-worn cameras were introduced in our Bus Business to further enhance the security of our premises. Worn by our security officers and frontline staff across our bus interchanges and depots, the cameras also serve as important tools for collecting evidence for investigations into incidents and complaints. Plans are afoot to implement this for our staff at the DTL MRT stations in 2019, joining the NEL staff which have been using this device since 2016.

At our bus depots and terminals, we continued with the installation of the Video Analytics (VA) system to help maintain a high level of security vigilance around the perimeters of our premises. This system uses CCTV cameras to monitor movements, analyses the type of motion detected and immediately alerts the relevant Operations Control Centre if it is deemed a threat. First installed at Soon Lee Depot in December 2017, it is now in use at the Seletar and Ulu Pandan Bus Depots, Bukit Merah and HarbourFront Bus Interchanges and the Shenton Way, Kampong Bahru and Queen Street Bus Terminals.

We also took a step further by testing the vigilance and alertness of our staff in detecting and handling security threats on

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our premises with more than 1,000 covert exercises organised for this purpose. Four exercises were also conducted to validate our contingency plans in handling bomb threats.

We also participated in joint exercises with the LTA and external agencies such as the Police and the Singapore Civil Defence Force (SCDF). With the LTA, we were involved in two security screening exercises that were conducted at two of our MRT stations – one at DTL's Newton Station and the other at NEL's Hougang Station. Codenamed "Exercise Station Guard". They were conducted during passenger service hours to validate the security measures and plans during periods of heightened security. Commuters entering the stations had to pass through metal detectors while their belongings and baggage were scanned by X-ray machines.

The SCDF exercise involved a train that had caught fire in the tunnel and tested the coordination of rescue efforts between our two organisations while the Police conducted a tactical drill involving a security incident on board a train.

Besides protecting our physical assets and premises, we also paid attention to the security of our information assets. With the introduction of the Cybersecurity Act in 2018, the rail systems have been designated as Critical Information Infrastructure (CII) given that they provide an essential service in land transport. Accordingly, SBS Transit has been designated as a CII owner with the key responsibility to ensure that our information systems remain protected from and defended against cyber threats. We have reviewed our security processes and control measures to ensure that these meet the requirements under the Cybersecurity Act. These included independent assessment of our compliance to the Code of practice, annual security awareness briefings to staff and vendors, risk assessments and security exercises to test our state of preparedness. We continue to review our measures and plans regularly and to strengthen our security posture to ensure relevance in a dynamic threat environment.

Our strict cyber security policy now includes directions that no USB ports can be accessed from employees' work computers and laptops to minimise the entry of malware from such media. Dedicated USB data kiosks have been set

up in the offices to allow users to transfer data in and out of the USB media and only authorised encrypted thumbdrives are allowed for use on company networks and computers. We also appointed a Security Operations Centre to monitor our network and systems round the clock for anomalies.

### COMMUTER ENGAGEMENT

Reaching out to the community we serve, we organised two major carnivals inviting members of the public to visit our new bus depots – Seletar and Ulu Pandan – which were opened by the Coordinating Minister for Infrastructure and Minister for Transport, Mr Khaw Boon Wan, in January and October 2018 respectively. Organised as carnivals, they each drew about 3,000 visitors who had sneak peeks of our facilities, bus operations and the technologies that we employ.

We continued to organise monthly 'Commuter Chat' sessions at our bus interchanges and "Meet the Managers" sessions at our MRT stations to reach out directly to our commuters. In 2018, we engaged about 1,000 commuters on a one-to-one basis.

We also commissioned an independent survey company to conduct a commuter satisfaction survey involving 1,000 commuters for our DTL. The findings indicate that 96.8% of respondents were "satisfied" or "very satisfied" with our services.

Besides this, our commuters took the time to write in to recognise and encourage our efforts in improving our services. In 2018, the number of compliments/commendations received increased by more than 20% to 46,632 compared to 2017.

### OUR PEOPLE

We had 11,036 staff in 2018, which was 7.8% more than the year before. This was largely due to business expansion as more employees were required with the award of the two new Bus Packages. Of this, close to 6,600 or 60% were BCs. They were our largest category of staff with 43% being Singaporeans and Singapore Permanent Residents, 11% Chinese nationals and the rest Malaysians.

In our business which is traditionally male-dominated, close to 90% of our employees were male. The number of

female employees has, however, been on the increase. In fact, the number of female employees increased by 7.9% in 2018.

As an equal opportunity employer, we have a broad spectrum of staff across various age groups. In 2018, close to half of our workforce was aged between 30 and 50 years old. Staff over 50 years old made up 37.2% while those below 30 years old made up 14%. In fact, we were recognised at the Human Resource Excellence Award for effectively managing diversity across the Company and presented with the silver award in the 'Multi-generational Workforce Management' category.

Our policy of non-discrimination guides our human rights and labour practices. In 2018, there were no reports of discrimination filed.

### Growth and Development

In 2018, we recruited 1,765 new employees, which comprised 15.9% of our total workforce. Recruitment for BCs continued steadily throughout the year as we are the largest public bus operator with 222 routes.

We believe that our people are at the heart of our success. Be it new or experienced staff, we invest continually to develop their skills and talent. In 2018, we provided 47,091 training places and each employee averaged close to 52 hours of training, which was about four hours less than in 2017.

While our BCs continued to be schooled in safe driving skills, we embarked on a new training programme to enable them to carry out simple repairs on buses. The pioneer batch of 25 BCs, who are known as Operator-Maintainers (OMers), are able to minimise inconvenience for commuters with their new skills as minor faults can be quickly repaired instead of having to disrupt bus trips. More BCs will be trained to be OMers with time.

Meanwhile, our Interchange and operations staff attended the Bus Operations Competency Training (BOCT) to acquire knowledge and skills to handle the various bus operating systems.

Our bus team also attended training in operating Autonomous Vehicles, and diesel hybrid buses. They were also equipped in managing and operating the On-Demand Public Bus services that are currently on trial with the LTA.

With the set-up of the Bus Technical

Specialist Certification Centre (BTSCC) under the Singapore Bus Academy, five of our technicians were in the pioneer batch to receive their Certification for Bus Technical Specialist (Level One).

Our rail staff continued to use the train simulators that were delivered in December 2017 to enhance their operational competency. Staff are trained on the simulators to improve their skills in train driving, rescue operation and defect handling.

To raise the competency standards of our public transport workers, we continued to work closely with SkillsFuture Singapore (SSG) to develop training courses that can be certified under the Singapore Workforce Skills Qualifications (WSQ) programme. For 2018, three new modules were rolled out under the WSQ programme, bringing the total number of WSQ modules in bus and rail operations and engineering to 100. SSG also certified 338 of our in-house trainers and assessors to conduct WSQ courses in rail and bus operations and engineering.

Besides technical skills, our employees attend training in soft skills such as effective leadership as part of their career development. For instance, BCs attend the structured "Basic Management Programme", which consists of five WSQ soft skill modules that will present opportunities for them to switch to alternative career pathways such as becoming an Interchange Manager, Manager (Operations Control Centre) or Manager (Training). In 2018, 47 BCs were enrolled in this programme.

In the area of customer service, we continued with our CARES training programme that will equip our staff to better serve our commuters. For the year under review, focus group sessions, interviews and planning workshops were conducted with staff, union representatives and management to obtain feedback and insights that would guide the development of the next phase of our CARES programme in 2019.

Our employees also made study visits to our sister bus company in Australia to learn more about its best practices in bus operations. Another eight of our bus engineering staff attended a diesel hybrid bus training at the Volvo plant in Sweden. Our rail staff attended training sessions conducted by the Taipei Rapid Transit Corporation and Hongkong's MTR Academy and participated in rail

conferences and exhibitions in Berlin, Hong Kong and Malaysia to learn new technologies and best practices.

As part of our efforts to attract and retain engineering talent, we send our rail engineers to the Institution of Engineers, Singapore to be certified as Chartered Engineers. In 2018, four of them received accreditation, bringing the total number of Chartered Engineers in our rail division to 18. A bus engineer was also certified as a Chartered Engineer in September 2018.

We also sponsored our employees' training in specialised areas. This included a part-time 2½-year diploma programme in engineering and service management for 15 employees in 2018, bringing the total number of employees being sponsored to 36 since 2015. Course sponsorships were also offered to five employees in the Masters programme in Railway Systems Engineering and Integration conferred by the University of Birmingham.

For our efforts in championing employees' skills development and building a culture of lifelong learning at the workplace, we were the only public transport operator and one of 27 companies to receive the SkillsFuture Employer Award 2018 from the President of the Republic of Singapore.

## Employee Engagement

When it comes to building staff morale, we take the lead in appreciating the contributions of our employees. For instance, we organised a CARES Kindness month in May where about 1,000 students from 44 schools including kindergartens visited our bus interchanges and train stations bearing 'Thank You' cards and gifts for our Bus Captains and Bus Interchange and Station staff.

Get-togethers such as durian parties, movie screenings and bowling sessions were also organised to foster better relationship among staff.

We subscribe to the view that healthier workers contribute to higher productivity and hence, actively encourage our people towards leading healthy lifestyles. In line with this, we continued to organise physical activities such as cross-country runs for the benefit and enjoyment of our staff.

Besides this, we leased five Dr Carrot kiosks on a three-year term to empower our staff to take charge of their own health.

Rotated among our staff premises, the kiosks conduct automated health checks and provide employees with information on their body fat, bone density, visceral fat, and metabolic age among other areas so that they can be more watchful of their diet and lifestyle. Meanwhile, we continued with our health screening initiative with the Health Promotion Board (HPB) and participated in the HPB's National Steps Challenge under the Corporate Challenge category.

We also took time to recognise and thank our staff for their years of long service with us. Long service awards were handed out to 313 employees, who had served between 15 and 35 years. Another 101 employees were appreciated at retirement ceremonies.

Employees who provide quality service to commuters also receive recognition for their good efforts. At our internal CARES quarterly awards in 2018, 912 staff were recognised for providing caring, reliable, safe and secure services to our commuters.

At the national Excellent Service Award 2018 (EXSA), 1,655 staff were honoured, with 35% of them being first-time winners. To-date, 58% of our staff have won at least one EXSA award.

Five of our staff also did us proud by being selected as outstanding winners of the National Kindness Award – Transport Gold 2018 (TGA). Three were from bus operations – BC Sam Bin Ali, Senior BC Hooi Chee Keong and Service Controller Deng Ziliang – and two from rail operations – Station Manager (SM) Lee Hong Khia and Customer Service Officer Mohamed Osman. The ceremony was held for the first time at the Istana, where they received their award from the President of the Republic of Singapore. Another 136 staff received the Commendation Award.

Mr Deng Ziliang, a TGA Outstanding Award winner, continued to keep the SBS Transit flag flying high when he won the ComfortDelGro Group's Passion Award. Open to more than 24,000 staff worldwide, he had demonstrated passion in his job by responding to a call for help on his rest day when the North-South MRT Line was affected by a flooding incident. He mobilised BCs to report for duty and led a convoy of bridging buses, whose BCs were unfamiliar with the shuttle routes, so that commuters would not be left stranded. He did this for six hours until midnight although this was not part of

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his job scope.

Besides customer service, two of our station staff - SM Fong Sai Weng and Assistant SM Abdul Azim Bin Abdul Azizam - were presented with the Singapore Civil Defence Force's Community Lifesaver Awards. They helped to save the life of a commuter who had passed out at a station's platform and had no pulse. They performed cardiopulmonary resuscitation and used an automated external defibrillator to revive him until the paramedics arrived.

On safe driving, BC Jin Shu Juan clinched the "Safe Driver" award in the Public Bus category at the Singapore Road Safety Awards.

Notably, two of our staff - Master Technical Specialist Jumari Bin Semin and Senior BC Goh Pek Hong - were honoured at the SkillsFuture Fellowship Award 2018 for being lifelong learners. They each received a \$10,000 training award for being champions of lifelong learning and their commitment to contributing to the skills development of others.

Our care for our employees is also extended to their family members in the form of annual education awards. For 2018, 80 children of our employees received a total of \$159,600 in education awards.

In our employee satisfaction survey conducted between November 2017 and January 2018, the findings showed that our people were more engaged and 86.1% indicated satisfaction at the workplace.

### Labour-Management Relations

SBS Transit believes in developing and sustaining a harmonious tripartite labour-management relationship with 88.5% of our non-executive staff covered by a Collective Agreement that has been signed with the National Transport Workers' Union (NTWU).

Working hand-in-hand in the spirit of mutual respect and trust, Management and Union constantly collaborate to improve the welfare and well-being of employees. To ensure that communication channels are always kept open, employees are elected and appointed as union representatives by union members to provide the crucial link between Management and Union.

In 2018, we supported the NTWU in its

brown rice campaign with a \$100,000 cash sponsorship. This enabled the NTWU canteens across all our interchanges and depots to offer healthy, economical meals of brown rice with two vegetables and a meat dish at just \$2.80 to our staff.

### REACHING OUT

#### Serving Commuters with Special Needs

All 222 of our bus services are wheelchair friendly with 98.2% of our fleet being wheelchair-accessible.

For visually impaired and the hearing impaired commuters, we are currently supporting the LTA in a six-month trial where assistive technologies are employed to make it easier for them to travel on public buses. For instance, audio announcements are available at the bus stop to allow visually impaired commuters to hear the approaching service number, and when they are on board the bus, hear the next stop destination. For the hearing-impaired, audio announcements are transmitted to them via specially enabled hearing aids. BCs are also alerted to commuters with special needs at the bus stop ahead through a display unit. Three buses are involved in this trial which will end in June 2019. They serve the Enabling Village and the Singapore Association of the Visually Handicapped.

During the year under review, we worked with the Guide Dogs Association of Singapore to produce an educational video for the public on what to expect when they encounter visually-impaired commuters travelling with guide dogs.

Children with special needs were also not forgotten as we partnered the Pathlight School to help our frontliners be better equipped in helping commuters with autism. A "Train-the-Trainer" workshop was held for close to 50 of our staff to equip them in recognising and managing commuters with special needs who are lost or appear confused on our public transport network. Earlier in 2017, we had worked with the school to produce a series of educational video for their students on what to do when taking public transport services.

Meanwhile, monthly learning journeys to the NTUC Silver Circle Senior Care Centre and the Lions Home for the

Elders continued to be organised for our new BCs. To-date, about 460 BCs have participated in these learning journeys to better understand the mobility challenges faced by senior citizens. For our efforts, NTUC Health presented us with an Appreciation Award in 2018.

#### Supporting the Needy and the Community

In 2018, we gave away some \$715,000 in cash sponsorships towards several charity, community and industry causes.

Unclaimed articles that are left behind on our buses, trains and at our bus interchanges and train stations are donated to the Red Cross where they are sold at its gift shops to raise funds in support of its activities.

Our sister company, GobblerCo, continues to empower the needy through its "TOWKAY" programme, which was launched in September 2016. GobblerCo also runs "Gift-it-Forward" (formerly known as Project ROSE), which helps needy single parent families. Food items such as rice, oil, sugar, biscuits are packed with essentials toiletries and distributed to low-income, single-parent families under the care of HCSA Dayspring and Babes Pregnancy Crisis Support Ltd. In 2018, GobblerCo delivered a total value of more than \$10,000 in food packages to these beneficiaries.

We also reached out to the community by offering free travel on the North East Line to the elderly residents of the Kwong Wai Shiu Hospital for their outings.

At our bus interchanges and rail stations, we offered charity and community organisations the free use of space to spread security, fundraising and community messages. These included posters on national initiatives and schemes such as SGSecure, student concession cards extension exercises and crime prevention reminders.

Our bus interchanges were often used as collection centres for charity flag days given their convenient locations. We also sponsored advertising space on our buses and trains and at our bus interchanges and train stations to promote national initiatives such as the "Speak Mandarin" campaign.

## Reaching Out to the Community

On an on-going basis, students come with their schools to visit our bus interchanges, train stations and depots, to discover more about our operations while we organise talks and mini exhibitions that focus on safety and graciousness in public travel in the schools. In 2018, we conducted a total of 80 sessions, reaching out to close to 30,000 students.

Five new schools came on board our "Adopt an Interchange/ Station Programme" which brought the total number of schools in this programme to 17 – Anglo-Chinese School (Barker Road), Cannossian School, Jing Shan Primary School, Deyi Secondary School, Fajar Secondary School, Hwa Chong Institution, Jurong Junior College, Methodist Girls' School, Montfort Junior School, Nanyang Academy of Fine Arts, Nanyang Girls' High School, Pei Hwa Presbyterian Primary School, Presbyterian High School, Raffles Institution, Singapore Chinese Girls' School, Tampines Primary School and West View Primary School. Under this programme, students volunteer at the stations/interchanges to develop leadership skills and also stage performances and put up artworks display to showcase their talent and make journeys more pleasant for our commuters.

We broke new grounds by working with Mediacorp Television to produce an exclusive documentary series on what goes into operating our bus services including the challenges faced. Entitled, "Bus-tling", the television crew enjoyed unprecedented access to our premises and interviews with our staff of various occupations. The three-part series, which was produced at no cost to us, was broadcast on national television on Channel 5 with repeats on Channel News Asia. It is also available on Toggle.

More details of our Sustainability efforts, including the GRI Content Index, can be found in the Sustainability Report of our parent company, ComfortDelGro Corporation Limited.