

# SUSTAINABILITY REPORT

We continued to put in resources to promote sustainability across all aspects of our business. From environment to safety and security, staff recruitment to development, commuter engagement to reaching out to the communities we serve, we are and remain committed to ensuring a more sustainable future, for current and future generations.

Buses that are Euro 5 or Better



79%

Buses that are Wheelchair-accessible



98.6%

Staff who Received the National Excellent Service Award



1,989

Students Reached Out to in Our School Engagement Programme



26,079

Compliments and Commendations Received



58,978



## ENVIRONMENT

Climate change is one of the most pressing challenges of our generation. As a responsible transport operator, we are keenly aware of the important role we play in the preservation of our environment.

### GREEN BUSES

The number of environmentally friendly buses in our fleet is on a steady increase. In 2019, the number of buses that are at least Euro 5 compliant increased by 2% or 54 buses to 2,760. This represents 79% of our fleet.

Among the new buses are 25 diesel-electric ones. These buses were put on trial for the Land Transport Authority (LTA), and deployed on three bus services – Services 59, 93 and 272 – from December 2018. Following the end of the six-month trial, they continued to be operated on these same bus routes.

Electric buses will debut in 2020 on our local roads. Procured by the LTA under the Bus Contracting Model, we will be operating some of these buses which will provide commuters with a more comfortable ride as they are much quieter compared to the regular diesel buses. Significantly, they emit zero pollutants and will contribute to reducing noise pollution in our environment.

### GREEN FACILITIES

Our two-year old Ulu Pandan Bus Depot, which was opened in 2018 and the first among bus depots to adopt green features such as solar panels to generate electricity

and piped-in NEWater for bus washing, received the Green Mark Platinum (Super Low Energy) rating from the Building and Construction Authority (BCA). This rating certifies the Depot as having achieved the standards of “best-in-class energy efficient building”.

Our expanded Yio Chu Kang Bus Interchange also received the BCA Green Mark GoldPLUS Award for environmental sustainability. Among its green features are a green roof to keep the interchange cool, more water-efficient fixtures and a more energy-efficient air-conditioning system, which will result in savings of an estimated 133,810 kWh in energy and 1,810 m<sup>3</sup> of water every year.

### GREEN PRACTICES

At our bus engineering workshops, we continued to reduce the use of paper forms and checklists for maintenance works with the use of electronic tablets. In 2019, we were able to save about 1,300 reams of A4-sized papers as a result of this. This has also enabled our technicians to be more efficient as information such as work instructions, drawings and electrical schematics are readily accessible on more than 300 electronic devices that are now in use.

In a move to strengthen our sustainability efforts, we are working towards the Singapore Environmental Council’s Eco Office certification. This will steer us to be more mindful in adopting environmentally friendly practices in our workplaces such as reducing electricity and water consumption as well as waste generation.



## SOCIAL

### EMPLOYEE SAFETY

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

In 2019, we maintained our accident rate of 0.12 per 100,000 km, similar to that of 2018’s. We unfortunately had one fatal accident. While this is two less than the 2018 figure, it is still one too many. We are committed towards achieving a zero-fatal-accident target and we continue to invest in training and technology to help our Bus Captains (BC) to be safer drivers besides instituting safety protocols, policies and procedures.

In June 2019, we completed the installation of Mobileye on our entire fleet of more than 3,500 buses. The Mobileye, which is an advanced driver assistance system that alerts BCs to an impending collision, has resulted in a decline in the number of head-to-rear accidents involving our buses. We have also implemented a telematics system known as SAGE to provide real-time feedback to our BCs through audio and visual alerts upon detecting events such as harsh braking or harsh acceleration.

Besides these, we have also trialled other systems such as the Mobileye Shield+,



which involves the installation of additional cameras at the rear of the bus to cover the blind spots, and Golden Eye, a fatigue management system, as part of our continual efforts to enhance road safety through technology.

At five of our interchanges, we have installed a blinker light sensor system on selected parking lots to reduce the risk of collision between buses. With this system, BCs who are reversing out of their lots are alerted to oncoming or other reversing buses. We will continue to work with the LTA to implement this system at more bus interchanges in 2020.

We also implemented a Vehicle-Activated Speed Display system (VASD) within the bus parks of bus interchanges and terminals as well as the depots to inform BCs of their travelling speeds and alert them to slow down if they exceed the speed limit. By 2020, the installation of the VASD will be completed at all our bus premises.

**COMMUTER SAFETY**

At our NEL stations, we focussed on escalator safety for elderly commuters. In 2019, modification works were carried out on 10 escalators at various stations to operate at lower speeds during off-peak hours. We had introduced this initiative at the Chinatown Station in 2018 and the results were positive which encouraged us to expand the initiative to more escalators to reduce the number of escalator safety incidents.

Concurrently, we continued with our public education campaign on escalator safety. For 2019, we conducted the campaign at seven 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.

**RECOGNITION IN SAFETY PRACTICES**

Our NEL and SPLRT were successfully certified under the ISO 45001 Occupational Health and Safety Management Systems in 2019 as they had complied with the requirements under its framework to improve employee safety, reduce workplace risks and create better, safer working conditions. Meanwhile, our Bus Division and DTL passed their annual surveillance audits, where they had achieved certification in 2018. Re-certification is conducted once every three years with annual audits conducted in between.

Our efforts in promoting and ensuring the safety of our employees and commuters were recognised by the LTA at its annual Safety Convention. Our Jurong West Bus Package was conferred the “Safe Bus Operator of the Year Excellence Award 2019” – which our Bus Division has won for the second year running – while our DTL received the “Safe Rail Line of the Year (Merit)” award.

We also dedicated efforts to help our contractors achieve excellence in safety for which our NEL and SPLRT were recognised with the “bizSAFE Partner Award”.

**COMMUTER ENGAGEMENT**

We continued to organise monthly ‘Commuter Chat’ sessions at our Bus Interchanges and ‘Meet the Managers’ at our MRT stations to reach out directly to our commuters. In 2019, we engaged 685 commuters on a one-to-one basis.

Besides this, our commuters took the time to write in to recognise and encourage

our efforts in improving our services. In 2019, the number of compliments/commendations received increased by more than 26.5% to 58,978 compared to 2018.

We also commissioned an independent survey firm to conduct commuter satisfaction surveys involving 1,000 commuters each for our DTL and NEL. The findings indicate that 94.0% of respondents were “satisfied” or “very satisfied” with our DTL services. The NEL recorded almost similar scores at 93.3%.

In the annual survey commissioned by the Public Transport Council, commuter satisfaction with public bus and train services in 2019 continued to remain high. The overall mean satisfaction score was 7.8 out of 10 points, which was a slight dip of 0.1 point compared to 2018. The percentage of people who said they were satisfied with public transport was, however, the highest in five years at 99.4% compared to 97.9% in 2018. The overall mean satisfaction score for bus services remained at 7.9, similar to the previous year, but the percentage of respondents who were satisfied increased from 98% to 99.3%. For rail services, the mean satisfaction score was 7.7, a 0.2 point dip compared to 2018, but the number of respondents who were satisfied grew from 97.8% in 2018 to 99.5% in 2019.

**ENHANCED COMMUTER COMFORT**

In commuter care, we have progressively started to install water coolers across our bus interchanges and terminals. Water coolers are now available at eight of our premises and more will be installed where feasible. Similarly, hand phone charging stations will also be made available at more of our premises.

The toilets across our bus interchanges and MRT stations have been awarded a four-star rating by the Restroom Association of Singapore with the support of the National Environment Agency under its Happy Toilet programme.



### EQUAL OPPORTUNITY EMPLOYER

Our people are undoubtedly our most valued asset. They are at the heart of our success. Without them, we would not be where we are today. We strongly believe that a happy and engaged workforce translates into providing a higher standard of service for our customers. In the long run, this can only result in growth for our organisation.

We believe that diversity in the workplace is fundamental to growth and professional development. It benefits both the individual and the Corporation as it brings new perspectives to the way we work and operate through different ideas, skills and attitudes. A diversified workforce – whether in terms of gender, race or nationality – also means that we have access to the widest talent pools.

In 2019, we had 11,002 staff, which was 0.3% lesser than the year before. Of this, 6,443 or 58.6% were BCs. They were our largest category of staff, with 45% being Singaporeans and Singapore Permanent Residents, 10.9% were Chinese nationals while the rest were Malaysians.

Nine in ten employees or 89.8% were males which is expected in our traditionally

male-dominated business. The number of female employees, however, has been on a gradual increase. In 2019, the number of female employees rose slightly by 0.5%.

In 2019, we recruited 1,226 new employees, which comprised slightly more than one-tenth of our total workforce. Recruitment for BCs continued steadily throughout the year.

As an equal opportunity employer, we have a broad spectrum of staff across various age groups. In 2019, close to half of our workforce was aged between 30 and 50 years old. Staff over 50 years old made up 38.3% while those below 30 years old made up 12.1%.

In 2019, we were presented with the silver award in the “HR Excellence in Retention Strategy” category at the Human Resource Excellence Award. The award recognises excellence in maintaining employees in a highly competitive HR landscape while keeping the attrition at a low level, ensuring minimal business impact.

### EMPLOYEE SKILLS AND TALENT DEVELOPMENT

We are committed to developing a competent and future-ready workforce. Be it new or experienced staff, we invest continually to develop their skills and talent. In 2019, we provided 48,773 training places or an increase in 3.6% compared to the previous year, with each employee averaging 37.4 training hours.

More BCs underwent the Operator-Maintainer (OMer) training programme to be trained to carry out simple repairs on buses. For 2019, there were 415 BCs, compared to the pioneer batch of 25 in 2018. We also piloted the OMer Train-the-Trainer (OMer TTT) programme with the enrolment of 20 BCs and two Assistant Chief Instructors.

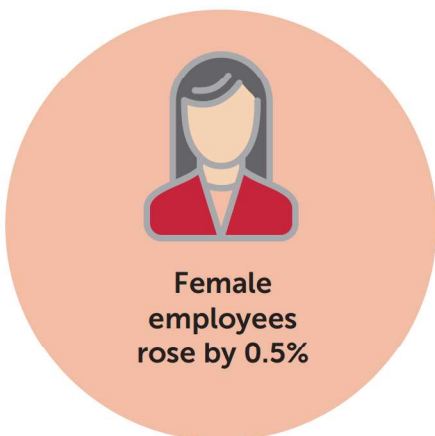
Our rail staff continued with their train simulator training as part of their refresher programme. As of December 2019, 649 DTL and NEL staff refreshed their skills on train driving, rescue operation and defect handling.

To develop staff competency in quality investigative methodology and reporting using the People, Environment, Equipment, Procedures, Organisation (PEEPO) framework, we enrolled 92 staff in a specialised programme to equip them in handling various aspects of incident investigations. More than 700 employees have attended this training since we started it four years ago.

In line with the Industry Transformation Map for the land transport, we continued to work with SkillsFuture Singapore (SSG) to develop certified training courses under the Singapore Workforce Skills Qualifications (WSQ) programme to raise the competency standards of our public transport workers. For 2019, 69 new modules were rolled out under the new Skills Framework accreditation scheme. SSG also certified 381 of our in-house trainers and assessors to conduct WSQ courses for rail and bus operations and engineering, up from 338 in the previous year.

We are also mindful about upskilling and equipping our BCs with the necessary knowledge and skills in preparation for the potential deployment of autonomous buses in Singapore. We affirmed our commitment to this with the signing of a Memorandum of Understanding with eight industry stakeholders, including the LTA.

Besides technical skills, we also focussed on training in soft skills such as effective leadership as part of our people’s career development. To enhance our BCs’ leadership skills and to increase the possibility of them being able to switch to alternative career pathways such as becoming managers at the bus interchanges, Operations Control Centres or at the training centre, we put them through a structured “Basic Management Programme”. As of 2019, 91 BCs enrolled in at least one of the five WSQ modules under this programme. Meanwhile, 10 BCs have successfully completed all the five WSQ modules.



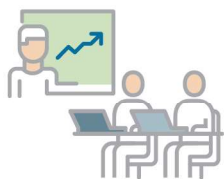
Apart from growing a skilled workforce, enhancing leadership capability is also a key priority for us. In 2019, 50 management staff attended leadership training such as the People Leadership Programme and the John Maxwell Leadership Programme to develop their leadership competencies.

In the area of customer service, we launched the third phase of CARES, known as CARES 4.0. CARES stands for Caring, Agile, Reliable, Safe and Secure with "Agile" as the new attribute to draw attention to the importance of being responsive to the changes around us by embracing a lifelong learning mind-set and in being flexible to adopt innovative ways to delight our commuters. As of December 2019, 2,456 staff or 22% of our workforce have attended the new CARES 4.0 training programme.

To assess the awareness and practice of CARES among our employees, we conducted a CARES Culture survey that involved about 1,650 staff. The findings reveal that our CARES culture is well entrenched with an overall average score of 99.5%.

Our employees also attended external training programmes to further develop their competency. At the LTA's Singapore Bus Academy (SGBA), 35 employees were enrolled in its Master classes which included Commuter Inclusiveness: Serving Commuters with Special Needs, SGSecure and Incident Management On-Board Buses, Cybersecurity Awareness and Effective Resource Management: Bus Operations Management throughout 2019.

Our bus workshop employees also obtained certification as Bus Technical Specialists at the Bus Technical Specialist Certification Centre (BTSCC) which comes under SGBA. We now have 40 technicians who have obtained certification at Level 1 and another 16 at Level 2 of the



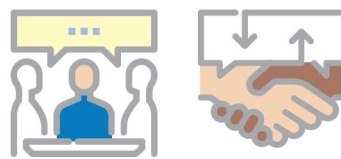
programme. Meanwhile, we continue with our involvement as members of the Advisory Committee and the Technical Expert Panel in BTSCC and are working closely with SGBA on the implementation of certification for Level 3.

As part of our efforts to attract and retain engineering talent and to develop professional competency, we encourage our engineers to be certified as Chartered Engineers accredited by the Institution of Engineers, Singapore. In 2019, one of them received accreditation, bringing the total number of Chartered Engineers to 19 in the Company.

We also sponsored our employees' training in specialised areas. As of December 2019, 16 staff have graduated out of the 44 who have enrolled for either the Singapore Polytechnic's Diploma in Engineering (Rapid Transit Technology) or the Ngee Ann Polytechnic's Diploma in Engineering (Electrical). Sponsorships have also been offered to three employees who are reading the Master in Railway Systems Engineering and Integration conferred by the University of Birmingham (UK). Five other staff had earlier received sponsorship for the Masters programme under the Study Award Scheme.

Our staff also participated in overseas study visits. In 2019, our bus engineering teams visited an electric bus manufacturer, Yutong, in China to find out more about the essential systems designed on these buses, their working principles and the diagnostic tools used in fault tracing.

Visits to established overseas railway operators were also organised such as to RATP in France, Taipei Rapid Transit Corporation in Taiwan and JR East in Japan. Our staff also had the opportunity to attend overseas conferences to be kept abreast of best practices in public transportation systems and emerging trends. These included the 'Rail Solutions Asia' conference in Kuala Lumpur, the 'Asia Pacific Rail' conference in Hongkong, a cybersecurity seminar in Israel and the UITP Global Public Transport Summit in Sweden. In all, 44 employees participated in these overseas programmes.



### EMPLOYEE ENGAGEMENT

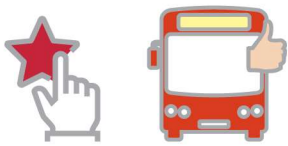
Recognising the role we play in Singapore's total defence, we whole-heartedly support our employees with pro-National Service policies and human resource practices. In recognition of this, we were honoured with the highest accolade in the Total Defence Awards (TDA) and received the NS Advocate Award for Large Companies from the Ministry of Defence.

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 close to 1,500 students from about 50 schools including kindergartens visited our bus interchanges and train stations bearing 'Thank You' cards and gifts for our frontline employees.

Get-togethers such as fruit parties and movie screenings were organised to generate fun and foster better relationships among staff. Besides these, regular activities such as 'Walk for Health' and 'Active! CDG Day' were also held to actively promote healthier lifestyles in an enjoyable manner.

Meanwhile, we continued with our voluntary health screening initiative for all staff with the Health Promotion Board. In recognition of our consistent efforts to support our staff in staying healthy, in particular by offering free health screening at the workplace, we were conferred the Special Mention Award at the 2019's Singapore HEALTH Award ceremony.

Our care for our employees is also extended to their family members in the form of annual education awards. For 2019, 95 children of our employees received a total of \$194,200 in education awards.



## EMPLOYEE AWARDS AND RECOGNITION

We also took time to recognise and thank our staff for their years of long service with the Company. Long service awards were handed out to 301 employees, who had served between 15 and 35 years. Another 152 employees were appreciated at retirement ceremonies.

Employees who provided quality service to our commuters also received recognition for their good efforts. At our internal CARES quarterly awards in 2019, 985 staff were honoured for providing caring, reliable, safe and secure services to our commuters. BC Saw Cheong Seng, in particular, was recognised for his honesty when he turned in about \$40,000 in cash that had been left behind on his bus.

At the LTA's Land Transport Excellence Awards, five of our staff employees were recognised as "Outstanding Service Individual (Public Transport)". They were Chief BC Goh Soon Huat, Senior BC Lim Ah Lek, Interchange Supervisor Lee Teh Huat, Service Controller Deng Ziliang and Customer Service Captain Ngew Seng Hau.

Another six also did us proud as outstanding winners of the National Kindness Award – Transport Gold 2019 (TGA). From our Bus Division were BC Ang Eng Huat, BC Kou Xiaofen and BC Lee Yee Ching while those from our Rail Division were Station Manager Eddie Yeow, Station Manager Raymond Teo and Assistant Station Manager Abdul Azim Abdul Azizam. Another 119 staff received the Commendation Award.

At the national Excellent Service Award 2019 (EXSA), 1,989 staff were honoured with 22% of them being Star award winners, which is the highest level. Of the recipients, 39% of them were first-time winners. Within the Company, 61% of our staff have won at least one EXSA award.

In addition, two of our employees – BC Thian Siew Mui and Senior Assistant Station Manager Mohamed Ferdaus Bin Mohamed Yusoff – were presented with the Singapore Civil Defence Force's Community Lifesaver Awards. BC Thian was commended for singlehandedly putting out a fire on a passing lorry while she was on her driving duty while Senior Assistant Station Manager, Mr Mohamed Ferdaus, was lauded for his heroic act of rescuing a young child from falling off a moving escalator.

On safe driving, Senior BC Muthiah s/o Suppiah clinched the "Safe Driver" award in the Public Bus category at the Singapore Road Safety Awards.

Notably, two of our staff – Master Technical Specialist Chew Wi Meen and Senior Manager Arifin bin Abdul Talib – were honoured at the SkillsFuture Fellowship Award 2019 for being lifelong learners. They each received a \$10,000 training award from the President of Singapore, Mdm Halimah Yacob, for being champions of lifelong learning and their commitment to contributing to the skills development of others. This brings the total number of our recipients to six over the past three years.

## INDUSTRIAL RELATIONS

SBS Transit believes in developing and sustaining a harmonious tripartite labour-management relationship with 89% 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, union members are elected and appointed as union representatives by union members to provide the crucial link between Management and Union.

In 2019, eight BCs filed civil law suits against the Company disputing the prescribed rest days and overtime. Separately, the Company made an application to the Industrial Arbitration Court (IAC) to interpret the relevant clauses in the Collective

Agreements. The IAC issued a written ruling which stated that the Company had acted in accordance with the Employment Act in relation to the BCs' prescribed rest days, working hours and overtime. The BCs, however, through their lawyer, are contesting that ruling. The law suits, meanwhile, are still ongoing.

We continued to support the NTWU, for the second year running, 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 benefit our staff.

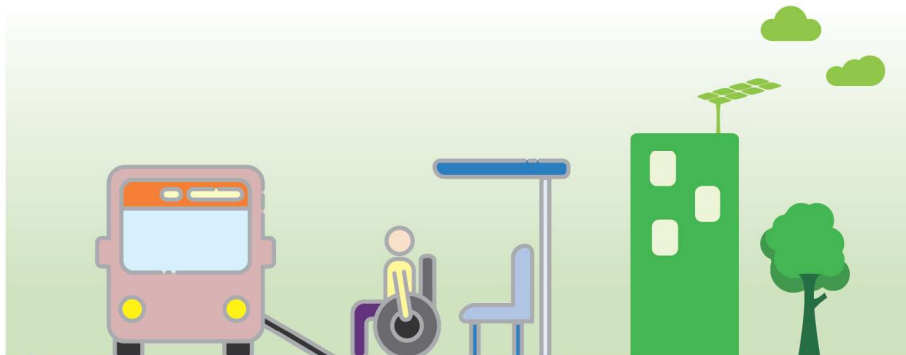


## INCLUSIVENESS IN PUBLIC TRANSPORT

All 223 of our bus services are wheelchair friendly with 98.6% of our fleet being wheelchair-accessible. In 2019, our fleet of wheelchair-accessible buses increased by 1.6% to 3,462.

To promote and encourage inclusiveness on our public transport network, we conducted a 10-day exhibition at the Sengkang Bus Interchange in May 2019. Besides sharing practical tips on how to help commuters with special needs or physical disabilities on public buses and trains, we invited service ambassadors from Disabled People's Association Singapore to share their challenges faced when travelling on public transport. Students also had the opportunity to experience being visually-handicapped through an activity while a guide dog was also present to help students appreciate the role it plays for its owner.

In 2019, we also worked with the Singapore Association of the Visually Handicapped to screen educational videos on our premises of how commuters can assist the visually disabled when they meet them at the MRT stations or bus interchanges or on board buses or trains. Tips such as holding them



by the elbow are offered instead of holding them by the hand.

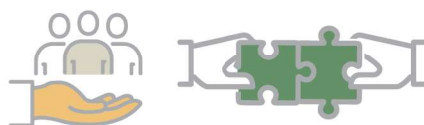
For visually impaired and hearing impaired commuters, we continued to support the LTA in several trials where assistive technologies are employed to make it easier for them to travel on public buses. Three buses, which serve the Enabling Village and the Singapore Association of the Visually Handicapped, are involved in the trial.

We also donated a decommissioned bus to the St. Andrew's Autism School so that its students can practise travelling on public buses independently.

As part of the CARES 4.0 training, we continued to focus efforts on serving our commuters with special needs. One of the initiatives was the setting up of a dedicated team of CARES Ambassadors who are our frontline supervisors selected from various interchanges and stations to engage our commuters and understand their diverse needs. These 66 CARES Ambassadors have undergone a series of training to equip them for their role. They also serve as mentors in their areas of responsibilities.

In 2019, our CARES Ambassadors together with new BCs continued to make monthly visits to the NTUC Silver Circle Senior Care Centre and the Lions Befrienders Senior Activity Centre to interact and spend time with their members. This is to help our staff better understand the mobility challenges faced by elderly commuters.

A visit to the school operated by the Cerebral Palsy Alliance Singapore (CPAS) also gave our BCs serving the area an opportunity to observe and interact with the students so that they can provide better assistance when ferrying them to and from school on our buses.



**SUPPORT FOR THE NEEDY AND THE COMMUNITY**

In 2019, we gave away more than \$640,000 in cash sponsorships towards charity, community and industry causes.

Unclaimed articles that are left behind on our buses and trains and at our bus interchanges and MRT stations are donated to the Red Cross for sale at its thrift shops with the proceeds going towards its humanitarian efforts to help the disabled and less fortunate in Singapore.

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

At our bus interchanges and MRT stations, we offered free use of publicity spaces to create awareness and promote security and community messages. This included crime prevention and graciousness messages. Besides this, our bus interchanges were

frequently used as collection centres by charity organisations for their flag days. We also sponsored advertising spaces on our buses and trains and at our premises to promote national campaigns such as "Speak Mandarin" and "Speak Good English".

We believe that doing business involves more than just the heart. It also involves the soul. For this reason, we launched a community initiative known as the MAGIC CARES Van programme to reach out to the elderly in our community. Partnering a social enterprise, I'm Soul Inc., we employ the sound beam technology to encourage the elderly to make movements and dance to create music. The programme was officially launched by the Transport Minister on 10 October 2019 and two engagement sessions a week are being held in Toa Payoh and Ang Mo Kio.

On an on-going basis, students visit our bus interchanges, MRT stations and depots to discover more about our operations while we conduct school talks and mini exhibitions that focus on safety and graciousness in public travel. In 2019, we conducted a total of 80 sessions which reached out to close to 24,000 students.

As an established public transport operator with 47 years of experience, we also opened our doors to share best practices in public transport operations and management with governments and other railway operators. In 2019, we played host to the Laos Ministry of Public Works and Transport, a Penang State Government delegation, Norway's Transport Minister and Australia's VicTrack which owns Victoria's transport land, assets and infrastructure.



**GOVERNANCE**

**PHYSICAL SECURITY**

On security, we completed the implementation of the Visitor Management System across all our premises where the identity of persons who enter or exit our

premises for work purposes are logged into the electronic system. Adjustments to the system were also made to comply with the Personal Data Protection Act in the collection and storage of the individual's personal information. Our rail depots also employ Radio Frequency Identification (RFID) technology in access control for employees and contractors with long term passes. The RFID reader scans the passes which are embedded with RFID chips and access is only granted if the data matches with that registered in our backend system.

As part of our enhanced security measures, handheld metal detectors have been introduced for security screening. Across our Bus and Rail Divisions, body-worn cameras are now in use by all frontline staff.

Meanwhile, 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 all our bus depots, terminals and selected bus interchanges such as Bukit Merah and HarbourFront.

In security management, we adopted the Threat Oriented Person Screening Integrated System (TOPSIS) developed by the Ministry of Home Affairs (MHA) to enhance the security skillsets of our employees to detect and screen suspicious persons on our premises. We have made it mandatory for all staff, vendors and tenants to attend the TOPSIS training. As at 31 December 2019, more than 9,000 have been trained, up from 6,000 in 2018.

Regular security trainings and exercises continued to be conducted so that our frontline staff are able to respond promptly and appropriately to potential security threats and situations. Our staff also attended security briefings conducted by the MHA and the Singapore Police Force to be updated on the dynamic security environment.

We also participated in joint exercises with the LTA, the Police and the Singapore Civil Defence Force (SCDF) as part of our security and emergency preparedness efforts.

With the LTA, we were involved in a security screening exercise that was conducted at our NEL HarbourFront Station. Codenamed "Exercise Station Guard", it was conducted on a regular weekday in August 2019 during passenger service hours to validate the security measures and plans during periods of heightened security. Commuters entering the station had to pass through metal detectors while their belongings and baggage were scanned by X-ray machines.

The Police and SCDF conducted a joint counter-terrorism readiness exercise, named Exercise Quicksand at our DTL Tampines West Station during passenger service hours. The simulated terror attack involved two gunmen and a suicide bomber.

## CYBERSECURITY

Besides protecting our physical assets and premises, we also paid attention to the security of our information assets. Our rail systems have been designated as Critical Information Infrastructure (CII) under the Cybersecurity Act in 2018. Accordingly, as a CII owner, we hold the key responsibility to ensure that our information assets remain protected from and defended against cyber threats. Hence, we continually review our security processes and control measures to ensure that these meet the requirements under the Cybersecurity Act. They included independent assessment of our compliance to the Cybersecurity Code of Practice for Critical Information Infrastructure (CCOP), annual security awareness briefings to staff and vendors, risk assessments and cyber security incident response exercises to test our state of preparedness.

As employees are our first and primary line of defence, we rolled out a programme, "Cybersecurity Awareness for Everyone", on our e-learning platform to equip our employees with knowledge and skills to protect our information assets. Comprising six modules with a duration of two weeks per module, it aims to prepare our staff for the digitalisation of the public transport business and the requirements of CCOP. More than 650 rail employees have already attended training in the first two

modules. Concurrently, close to 80 staff, in particular division heads and heads of departments, have attended the course on "Operational Technology Security Training for Transport Sector".

Meanwhile, we continued to implement additional measures to keep our information assets secure. Employees are no longer able to access the Internet from their PCs and laptops that are connected to our internal networks and systems. Separate terminals instead have been set up for this purpose. Besides this, we implemented two-factor authentication when accessing emails on our PCs/laptops for added security. These complement the other measures that were instituted the previous year such as prohibiting the use of personal USB devices at the workstations.

In 2019, both our Bus and Rail Divisions were recertified under the ISO 22301 Societal Security – Business Continuity Management System Standard as we had met the requirements under its framework to set up and manage an effective business continuity management system.



## DISCRIMINATION AND CORRUPTION AT THE WORKPLACE

Our policy of non-discrimination guides our human rights and labour practices. In 2019, there were no reports of discrimination filed.

As a responsible corporate citizen, we also do not condone any corrupt practices or anti-competitive behaviour when our employees deal with suppliers. Hence, we have put in place a strict procurement policy which, among other things, conducts supplier assessment to ensure there is no adverse impact on society. In 2019, we have zero incident of corruption or fraud involving our staff.

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.