

SUSTAINABILITY REPORT

In spite of the pandemic, 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.



Zero pollutants
greener buses

25 HYBRID BUSES
20 FULLY ELECTRIC BUSES



ENVIRONMENT

ENVIRONMENTALLY-FRIENDLY BUSES

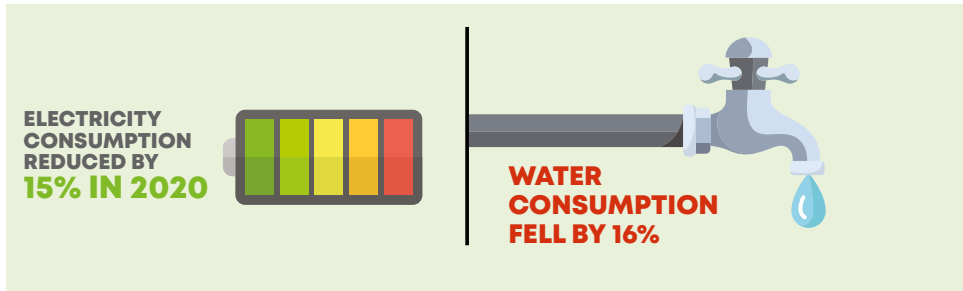
As the major public bus operator in Singapore, we work closely with the Land Transport Authority (LTA) in the use of greener buses on our roads. In 2020, we took delivery of 45 new and more environmentally friendly buses from the LTA to replace the older ones in our fleet. The new additions comprised 25 hybrid buses and 20 fully electric ones, which are on trial. These electric buses emit zero pollutants and provide commuters with a more comfortable ride as they are quieter than regular diesel buses.

With fleet replacement and renewal, the number of environmentally friendly buses has been on a steady increase. In 2020, it inched up by 1% compared to the previous year. 80% of our buses are now at least Euro 5 compliant.

ULU PANDAN BUS DEPOT was the first bus depot to adopt **SOLAR PANELS** to generate electricity and piped-in NEWater for bus washing

GREEN PRACTICES

Our Ulu Pandan Bus Depot, which opened in 2018, was the first bus depot to adopt green features such as solar panels to generate electricity and piped-in NEWater for bus washing. We have expanded the use of solar panels with a 0.15MVp photovoltaic system to the newly expanded Yio Chu Kang Bus Interchange. This is expected to generate some 183,000 KWH of energy annually which would be utilised for the interchange's daily operations with the excess being fed back into the power grid system.



Our NEL and DTL implemented energy saving measures to conserve energy usage in their daily operations. These included optimising the use of electricity across our 78 stations in various areas such as the tunnel ventilation, lightings and air-conditioning systems. Our trains are placed on energy saving mode when they are on standby mode during passenger service hours. Across our bus operations, we make conscious efforts to reduce the use of our resources. In 2020, this resulted in 15% less electricity consumed and 16% less water used while our carbon dioxide emissions decreased by 9% when compared to 2019.



We have also gone paperless by proactively changing the way we operate in digitalising our bus and rail operations and maintenance. Besides being green, this has enabled us to improve existing systems/processes and increased productivity. It has also transformed the way we measure and improve performance, and monitor and manage information. More information about our digitalisation efforts can be found in the Bits and Bytes chapter of this Annual Report.

For our tenants in our bus interchanges and MRT stations, we collaborated with the Singapore Environment Council (SEC) to host our first ever webinar on eco-labels and green purchasing practices. Our goal was to create awareness about environmentally friendly practices and the use of sustainable materials which could also serve to help reduce their daily operational costs.

The icon is a white circle containing a green award ribbon with a central seal. Below it, the text reads 'Recognition for Being Green'. The background of the entire block is a solid green color.

Recognition for Being Green
In recognition of our green efforts, our Ulu Pandan Depot was conferred the Green Mark Platinum (Super Low Energy Building) Award by the Building and Construction Authority in February 2020.

Besides this, the SEC presented us with the Elite Award, which is the highest tier, in the Eco-Office Plus Certification. Our corporate office and all our depots – eight bus depots and three rail depots – each received the award for implementing environmentally friendly practices in the workplace. We were also one of 12 companies in Singapore in 2020 to be accredited with the inaugural GreenDNA Award, which uses an internationally recognised system under the United Nations' Environment Programme (UNEP) to fight the global climate crisis.

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SOCIAL

COVID-19

As a public transport operator offering an essential service, we were one of the few companies that continued to operate despite the lockdown during the COVID-19 pandemic. We made changes to the way we delivered our services to be sustainable in a new setting. This included the cleaning and disinfection of all our premises, safe distancing measures, digitalisation of our processes and care for our people. Details of the impact it had on our operations and our response and management can be found in several chapters of this Annual Report.



SAFETY

In rail safety, our safety performance improved as we focussed efforts on inculcating increased awareness for an accident-free workplace. Injury cases amongst rail staff and contractors fell by 85.7% from 14 cases to two in 2020.

Our bus accident rate was 0.09 cases or 220 accidents per 100,000 bus-km. This was a significant improvement compared to 0.12 cases or 310 accidents

in 2019. There were no fatal accidents involving our buses in 2020 compared to one in 2019.

As safety is of paramount importance, we continued to invest in training and technology to help our Bus Captains (BCs) to be safe drivers besides instituting safety protocols, policies and procedures.

In 2020, we rolled out the iSafe system fleet-wide to track the driving behaviour of our BCs in providing safe and comfortable rides for our commuters. Using technology as an independent assessor, this system collates data from two of our landmark systems – SAGE is a telematics system that monitors the smoothness and comfort of bus rides and Mobileye is an advanced driver assistance system that alerts driver to potential collisions – to present an assessment of the BCs' driving competency. With it, supervisors are able to undertake the necessary coaching of BCs for improvements.

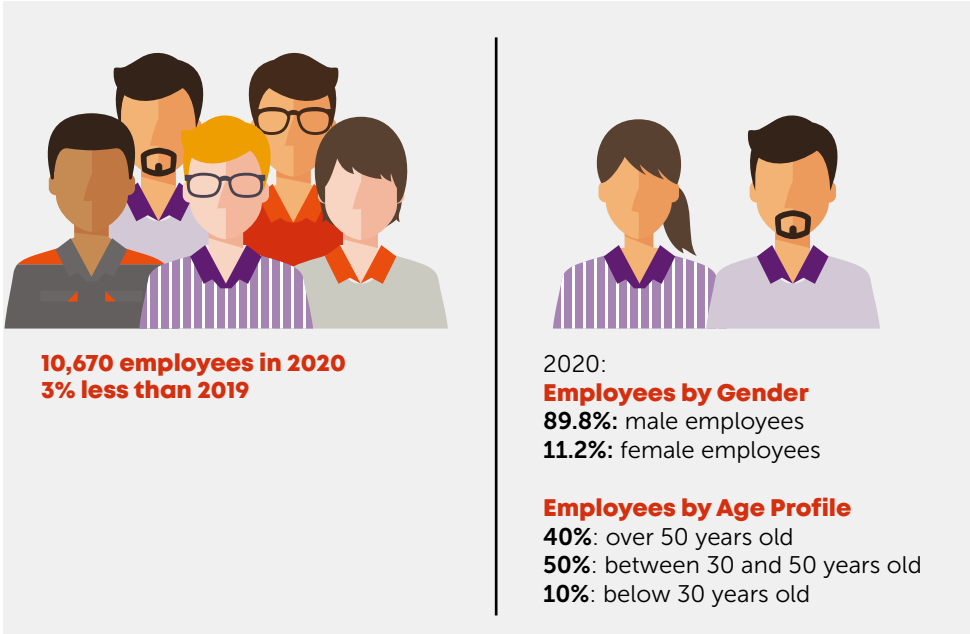
The Vehicle-Activated Speed Display (VASD) system, which reminds BCs to keep to the speed limit within the bus depots, interchanges and terminals, continued to be implemented at another three more premises. To-date, the system is in place at 23 bus premises and more will continue to be installed.

To encourage a stronger safety culture at depots and interchanges, we appointed a Workplace Safety and Health (WSH) Advocate at each of our bus depot and interchange in 2020. These Advocates, who are members of the safety committee, participate and execute the WSH Management System and are the point of contact for day-to-day safety and health matters at their respective sites.

WORK-RELATED

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We also produced an educational video which was complemented by a series of posters to reinforce safe habits and behaviour as we worked towards a zero rate of accidents due to slips, trips and falls at the workplace.

SAFETY CERTIFICATION AND RECOGNITION

Our Bus division as well as the NEL and DTL are successfully certified under the ISO 45001 Occupational Health and Safety Management Systems. This demonstrates our compliance in meeting requirements under its framework to improve employee safety, reduce workplace risks as well as create better and safer working conditions.

Our good safety records also received recognition from the LTA. Our DTL was honoured with the “Safe Rail Line of the Year (Excellence)” award - which it won twice in the award’s three-year history – while our Tampines Bus Package received the merit award in the “Safe Bus Operator of the Year” category.

EQUAL OPPORTUNITY EMPLOYER

Our people are at the very heart of our business and our greatest asset. We strongly believe that a happy and engaged workforce translates into providing a higher standard of service for our commuters. In the long run, we 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 2020, we had 10,670 employees, which was 3% less than 2019. BCs are our largest category of employees, accounting for 58% of our workforce with 50% of them being Singaporeans and Singapore Permanent Residents, 41% Malaysians and the rest Chinese nationals.

Nine in 10 employees or 89.8% were males which is expected in our traditionally male-dominated business. The number of female employees, however, fell slightly by 3.5% in 2020.

For the year in review, we recruited 1,101 new employees, which comprised 10% of our total workforce. We continued to recruit BCs with a new recruitment campaign – “Make A Difference, Everyday” – to focus on building a strong local core. As at 31 December 2020, we successfully recruited more than 550 Singaporeans and Permanent Residents including 133 former taxi drivers and private hire drivers who had switched careers due to the pandemic.

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As an equal opportunity employer, close to half of our workforce was aged between 30 and 50 years old. Staff over 50 years old made up 40% while those below 30 years old comprised 10%.

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 2020, we provided 57,686 training places or an increase of 18.3% compared to the previous year's 48,773. Each employee averaged 25.73 training hours which was a drop of 31.2% compared to 2019 due to the COVID-19 outbreak.

In line with the Industry Transformation Map for the land transport sector, 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. We now have 533 skills framework accredited modules for our bus and rail employees.

With the requirement to observe safe distancing, e-learning modules rolled out at an accelerated pace and with more areas of focus added such as security and cybersecurity awareness. A learning application was also introduced for employees to receive training using their handphones; making access to learning new skills and knowledge convenient.

We are also mindful about upskilling and equipping our staff to keep their skills relevant in a changing landscape. To support the roll-out of electric buses, training was conducted for both operational and engineering staff, just as it was done for the diesel hybrid buses.

In the area of customer service, training on the new CARES 4.0 continued to be conducted to enable staff to share our service philosophy of providing Caring, Agile, Reliable, Safe and Secure service. Building on the CARES culture, which was established in 2008, this service initiative continues to evolve to meet changing commuter needs. In 2020, a survey finding revealed that 99.3% of staff were familiar with our CARES culture and 1,270 staff have participated in the new programme.

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 2020, we have 26 Chartered Engineers in our rail division.

Our bus technicians also obtained certification as Bus Technical Specialists from the Singapore Bus Academy's Bus Technical Specialist Certification Centre (BTSCC), which comes under the LTA. We now have 75 technicians who have obtained certification at Level 1 and another 30 at Level 2 of the programme.

A learning application was introduced for **employees**



To encourage our employees to deepen their knowledge in specialised areas, we offered sponsorships for their studies. As of December 2020, half of the 53 staff have completed their diploma courses in either electrical engineering from the Ngee Ann Polytechnic or engineering in rapid transit technology from the Singapore Polytechnic.

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, we put them through a structured "Basic Management Programme". Management staff, on the other hand, attended leadership courses to hone their capabilities.

EMPLOYEE ENGAGEMENT

With the pandemic, we took the digital route to stay in touch with our people. For the first time, we produced videos to inform, persuade and galvanise our workforce to keep morale high.

For our BCs who are constantly on the move, we introduced e-services where they can use a mobile application, iLink, on their handphones to perform a host of administrative functions such as checking on work rosters and payslips, applying leave, reporting bus faults and even viewing of their personal driving competency. Company news, safety alerts and advisories are also available on the application.

When it comes to building staff morale, we take the lead in appreciating the contributions of our employees. COVID-19 did not dampen our plans for our annual CARES Kindness Month as we took the digital route in inviting the schools to show their appreciation to our staff. In all, we received close to 2,000 appreciation notes/videos in November 2020, which was a 30% increase compared to 2019.

Throughout 2020, schools and community groups also rallied behind our frontline staff with their show of care and support. They made cards, wrote encouraging messages and carted snacks and care packs to cheer on our staff who put their own health on the line to keep Singapore moving.

Our care for our employees is also extended to their family members in the form of annual education awards. For 2020, 73 of our employees received a total of \$171,400 in education awards.



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 300 employees, who had served between 15 and 35 years. Another 129 employees were appreciated at retirement ceremonies.

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Employees who provided quality service to our commuters also received recognition for their good efforts. At our internal CARES quarterly awards in 2020, 1,062 staff were honoured for providing caring, reliable, safe and secure services to our commuters.

Another 166 employees also did us proud at the National Kindness Awards – Transport Gold 2020. Three received the Outstanding Award while the other 163 earned the Commendation Award.

At the national Excellent Service Award 2020 (EXSA), 2,000 staff were honoured with 38% being first-time winners while 18.9% were Star winners, which is the highest tier of the award. On a company level, 62% of our staff have won at least one EXSA award.

Three of our staff also received recognition at the Asia-Pacific Customer Relationship Excellence Awards (CREA), with two of them topping their respective categories - "Customer Service Team Leader of the Year 2020" and "Customer Service Professional of the Year 2020".

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.

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 leaders to provide the crucial link between Management and Union.

In 2020, the number of BCs who commenced legal proceedings against the Company stood at 13. This is in relation to, amongst others, working hours, rest days, overtime pay and allowances. In November 2019, the

Industrial Arbitration Court ruled that the Company had acted in accordance with the Employment Act in relation to the rest days, working hours and overtime. Legal proceedings are still ongoing.

INCLUSIVITY IN PUBLIC TRANSPORTATION

In 2020, all 226 of our bus services are wheelchair friendly with 100% of our fleet being wheelchair-accessible.



To continue to foster empathy in our frontline staff for commuters who need extra care and attention, we produced training engagement videos as part of our CARES programme. This quick guide video series included topics on assisting commuters such as those with visual and physical disabilities, and the elderly.

Meanwhile, we continued to assist the LTA in their trials on the use of assistive technologies for the visually and hearing impaired commuters to enhance their public bus travel experience.

To build the confidence of students with special needs to travel safely and independently on public buses, we donated two decommissioned buses – one to the St. Andrew's Autism School and the other to the Chao Yang Special School which is managed by the Association of Persons with Special Needs – to their schools. With the buses on their school grounds, they learn what to expect and how to manage their way around as part of their training curriculum.

A bus was also donated to the Tan Tock Seng Hospital for use in helping patients rehabilitate as they integrate back into the community and resume regular routines such as boarding/alighting from public buses.

Besides this, we conducted several engagement sessions with some 40 commuters who are physically or visually handicapped and their caregivers through their social service agencies to find out more about their travelling experiences. Over these sessions, we gained helpful insights that helped us look at new ways to be even more inclusive in how we deliver our services. We will continue to conduct more of these sessions regularly.

COMMUTER ENGAGEMENT AND SATISFACTION

To contribute to pleasant journeys for our elderly commuters, we organised campaigns to reinforce safety messages. At the NEL Chinatown Station, besides the display of posters to remind them to hold on firmly to the handrails on the escalators, we also piloted public announcement safety messages in Chinese dialects – Hokkien and Cantonese – besides English and Mandarin. In 2020, there were zero injuries arising from the improper use of the escalator that was involved in the pilot. We will continue to look at other creative ways to encourage and remind our elderly commuters to make travel safe and pleasant for them. On buses and at our bus interchanges, we put up posters to remind commuters to hold on to support at all times to reduce the incidence of bus falls among the elderly.

We supported the LTA in its public education campaign to promote safe travelling habits on public buses. Roadshows were held at the Tampines and Bishan Interchanges, prior to the outbreak of the COVID-19 virus, to distribute educational leaflets while staff were deployed to share key safety messages on the ground. Videos highlighting safe commuting behaviour were also played on electronic screens in our bus interchanges.

With the wide spread use of QR codes during the pandemic, we made use of this technology to offer another new and

convenient platform for commuters to provide feedback about our trains and MRT stations. This brings the list of our feedback channels to seven, making us more accessible to our commuters in both the digital and physical worlds.

Our commuters took the time to write in to recognise and encourage our efforts in improving our service. A total of 40,595 compliments and commendations were received in 2020, which was a 32.1% drop compared to 2019, due to the drop in public transport ridership as a result of the pandemic. The number of valid complaints received also declined by 15.0% to 3,752 as compared to 2019. In terms of complaints, about half of them were about the behaviour of our BCs. Management has formed a task force to address this aspect, which will include identifying and retraining BCs as needed.

Our efforts in serving our commuters bore fruit as evidenced in the annual Customer Satisfaction Index of Singapore that was administered by the Singapore Management University's Institute of Service Excellence. Conducted from May to July 2020, SBS Transit topped the list in both the Public Bus and MRT system sub-sectors. Our bus scored 75.4 compared to the industry's 74.4 while our rail achieved 75.3 compared to the industry's 73.4.

Our steady efforts to boost our rail reliability was also evidenced in the Public Transport Council's annual commuter satisfaction survey that was conducted from October to November 2020. Similarly, our Rail outperformed the industry with a 98.8% rating compared to the 97.9% and a mean score of 8.1 compared to the 7.9.

Overall, SBS Transit's and the industry's public transport mean satisfaction score remained at 7.8 out of 10, which was similar to 2019.

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 97.8% of respondents were "satisfied" or "very satisfied" with our DTL services while the NEL received a score of 94.9%.

SUSTAINABILITY REPORT



GAVE \$530,000
in cash
sponsorships
towards charity,
community and
industry causes

SUPPORT FOR THE NEEDY AND COMMUNITY ENGAGEMENT

In 2020, we gave away more than \$530,000 in cash sponsorships towards charity, community and industry causes.

Unclaimed articles that had been left behind on our buses and trains and at our bus interchanges and MRT stations were donated to the Red Cross for sale at its thrift shops. The funds raised go towards its humanitarian efforts to help the disabled and less fortunate in Singapore.

Rental-free spaces were provided to the Temasek Foundation to install vending machines to distribute free masks to the community during the pandemic while advertising spaces on our buses and trains and at our premises were provided to promote campaigns such as "Speak Mandarin". We also offered free use of publicity spaces to external agencies such as the Police which promoted awareness of crime prevention habits among the community.

We also made visits to the Bright Hill Evergreen Home, which is located along the corridor of our Punggol Light Rail Transit system, to bring cheer and practical gifts to the residents who are ill, disadvantaged and elderly.

In our school engagement programme, we reached out to students through assembly talks and visits to our bus interchanges, MRT stations and depots to highlight safety and graciousness in public transportation to engender a positive commuting culture. In 2020, more than 5,000 students participated in the programme, which was a sharp drop compared to some 24,000 in 2019 due to the COVID-19 outbreak.

In our Adopt-a-Station/Interchange programme, we work with schools to develop their students' leadership skills or offer a platform to showcase their artistic talent to enhance commuters' experience. In 2020, we worked with the Methodist Girls' School to put on display a series of 28 posters in the DTL Sixth Avenue Station, which it adopted. The posters carried uplifting messages such as "Dawn comes after the darkness. Stay Strong. Together we will get through this!" and we took the opportunity to put up the posters at more stations to encourage our commuters during the difficult pandemic days.

GOVERNANCE

PHYSICAL SECURITY

In security management, we continued to apply the Threat Oriented Person Screening Integrated System (TOPSIS), which was developed by the Ministry of Home Affairs (MHA), for the detection and screening of suspicious persons on our premises. We launched an e-learning package for this where about 3,700 staff have completed the programme.

Besides this, regular security training and exercises continued to be conducted to enable our frontline staff to respond promptly and appropriately to potential security threats and situations. Security briefings conducted by the MHA and the Singapore Police Force were also organised to keep our employees updated on the dynamic security environment.

In spite of the pandemic, we continued to organise our annual security conference which covered both physical and cyber security to promote staff security awareness. Conducted online, it was also attended by the LTA, the Cyber Security Agency and the Police. TOPSIS Awards were presented to staff and contractors to recognise their security vigilance and alertness.

To test the effectiveness of our training and the vigilance of our staff, we conducted more than 750 Red Teaming exercises to validate their responses in detecting and handling security threats. In 2020, more than 750 of such exercises were carried out. We also engaged an

external organisation to perform an independent security audit and no major non-compliance issues were uncovered.

In contingency planning, we were not able to conduct ground deployment exercises due to COVID-19 restrictions. However, we conducted these exercises virtually so as to continue to review and validate our emergency response preparedness plans in managing rail service disruptions as well as responses to terrorist events involving potential bomb threats, emergency situations and cybersecurity threats. Three exercises were conducted in 2020 - "Exercise Endeavour", "Exercise Harmony" and "Exercise Pinnacle".

We also organised exercises where external agencies were invited to observe and validate our plans and processes. "Exercise Unicorn" was conducted at both the NEL and SPLRT depots while "Exercise Phoenix" was held at DTL's Gali Batu Depot to validate our response and management plans in dealing with security threats. The LTA and the Police Public Transport Security Command attended as observers in the table-top exercises.

CYBERSECURITY

Remote working has become the new norm as the COVID-19 pandemic brought a paradigm shift in the way we work. To enable staff to operate effectively from remote locations without putting our information assets at risk, security measures were implemented in our virtual private network.

As a Critical Information Infrastructure (CII) owner, we continually review our security processes and control measures to ensure that we comply with the requirements of the Cybersecurity Act. This included independent assessment of our compliance to the Cybersecurity Code of Practice for CII, annual security awareness briefings to staff and vendors, risk assessments and cyber security incident response exercises to test our state of preparedness.

Meanwhile, we continued with our online cybersecurity training programme which is designed with six modules. It provides our staff with basic cybersecurity awareness and will be made mandatory as a pre-requisite for anyone accessing the Company's IT system.

DISCRIMINATION AND CORRUPTION AT THE WORKPLACE

Our policy of non-discrimination guides our human rights and labour practices. In 2020, 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 that there is no adverse impact on society. In 2020, we have zero incident of corruption or fraud in the workplace 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.

COMPLIANCE TO THE CYBERSECURITY CODE OF PRACTICE FOR CII



CORRUPTION CASES

