



REINFORCING OUR SOCIAL RESPONSIBILITY

TO OUR CUSTOMERS, PEOPLE AND COMMUNITIES

WE ARE COMMITTED TO MAKING RESPONSIBLE AND ACCOUNTABLE DECISIONS BY UNDERTAKING MEASURES TO ENSURE THE SAFETY AND SECURITY OF OUR CUSTOMERS AND EMPLOYEES, BOLSTER STAFF RECRUITMENT AND DEVELOPMENT, ENHANCE EMPLOYEE AND CUSTOMER ENGAGEMENT, CREATE ENJOYABLE AND INCLUSIVE CUSTOMER EXPERIENCES, AND GIVE BACK TO OUR COMMUNITY.

REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, PEOPLE AND COMMUNITIES

CUSTOMER EXPERIENCE	SAFETY & HEALTH	EMPLOYEE CARE	SOCIAL ECONOMIC CONTRIBUTION
Maintaining customer satisfaction and experience through reliable and inclusive services.	Prioritising health and safety for all our stakeholders across our operations and services.	Ensuring employee well-being and development through training opportunities and overall diversity and inclusion.	Facilitating positive impacts to the community and broader society.



CUSTOMER EXPERIENCE

“Putting customers first” is our business ethos that drives our focus towards providing good customer experience. This section highlights our efforts to enhance our Quality of service, Customer care and relationship, and Customer inclusiveness and accessibility.

QUALITY OF SERVICE

WHY THIS ISSUE IS MATERIAL

The service that we provide to our customers forms the cornerstone of our business purpose. Ensuring reliable and excellent customer experience and service drives our business ethos of “Putting customers first” while advancing Singapore’s sustainable transition and reduction of carbon emissions through the increased use of public transportation. Therefore, delivering a positive customer experience continues to be a key focus for us. This year, in addition to the provision of reliable services, we focused on enhancing the experiences of our customers as we seek to ultimately bolster public preference for public transport.



REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, PEOPLE AND COMMUNITIES

HOW WE MANAGE THIS

In 2022, we initiated and implemented strategic organisational shifts and changes to better manage our customer experiences, services and initiatives across our bus and rail services.

Recognising the need to expand our customer service operations and manage our strategic initiatives across both bus and rail offerings, our pre-existing Corporate Communications department, which handles customer issues, was entrusted with uplifting customers' experience and renamed Customer Experience and Communications. The Bus and Rail Customer Experience departments were also set up to initiate, improve and implement Customer Experience centric initiatives directly related to operational matters with impact to customer service on the ground. This was for greater accountability and ownership.

The management of customer experiences across our operations entails frequent Senior Management dialogues and staff communication sessions with all Heads of Departments (HODs), where initiatives and issues are presented for follow-up actions. Monthly management meetings and quarterly staff engagements for both bus and rail operations are organised where updates are shared.

SBS Transit tracks its performance relating to customer satisfaction and experience through the commissioning of independent customer satisfaction surveys.

The quality of our service rendered is tracked through the following criteria:

1. Number of compliments and commendations received
2. Number of complaints received
3. Feedback received through our various channels including our website, mobile app, Facebook page, emails, customer care hotline and passenger service teams

Our customer satisfaction is tracked via the following criteria:

1. Public Transport Council's customer satisfaction surveys
2. Customer Satisfaction Index of Singapore surveys
3. Annual independent commissioned surveys
4. Online quarterly satisfaction surveys

Through our customer feedback channels, we predominantly received feedback relating to our Bus Captains' failure to stop for customer boarding or alighting, their general demeanour towards passengers and long waiting times for buses. Concerns and feedback of our customers are addressed through serious deliberation and identification of implementable initiatives for rectification.

OUR INITIATIVES

ENHANCING RELIABILITY WITH CONDITION MONITORING TECHNOLOGIES

As we aim to achieve higher reliability and smoother operational performance.

Our train condition monitoring system installed for the point machines at NEL Punggol and Harbourfront Stations is a testament to this. Point machines enable trains to alter paths smoothly from one track to another. The condition monitoring system supervises the performance of the point machines in real-time, pre-empting faults before a serious failure can occur. If an anomaly, such as a spike in power consumption, is detected, an automatic alert will immediately be sent to our team for investigation and rectification. We are progressively rolling out the system to more stations along the NEL, with targeted completion by 2024.

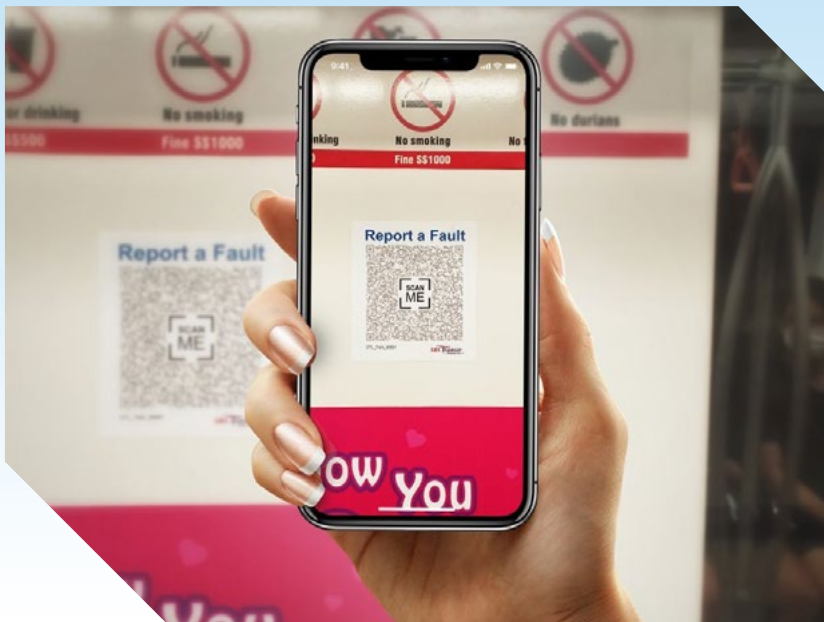
We are currently trialling condition monitoring sensors that have been installed on about 1,000 buses. These devices enable real-time fault detection and prediction, which in turn, helps to enhance fleet uptime, reduce costs, and improve customer satisfaction. By investing in this technology, we have been able to optimise our maintenance processes and improve bus reliability, which has allowed us to provide our customers with safe, comfortable, and reliable transportation services.

REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, PEOPLE AND COMMUNITIES

PASSENGER FAULT REPORTING SYSTEM

Obtaining feedback from our customers and the community constitutes an integral part of enhancing our customer experience. We have implemented a system that allows us to obtain customer feedback when customers scan a QR code. Following the successful implementation at our MRT stations in August 2020, this system was extended to all our 18 bus interchanges and more than 3,000 buses in July 2022.

We also offer customers the option of receiving a response to their feedback. Through this, we aim to build customer trust and provide quality service as we view all customer feedback seriously.



CARES 4.0 – A SHARED VISION OF SERVICE EXCELLENCE

At SBS Transit, we have an overarching shared vision to provide our customers with Caring, Reliable, Safe and Secure service (CARES). Enhancing our existing CARES programmes, we introduced a new customer experience training for our frontline staff in 2022, while refreshing the existing CARES training curriculum to include customer experience and enhance communication for dissemination across all levels of staff. We completed two pilot runs of the new programme, "Leading with Inclusiveness", and expect to conduct further runs in 1Q 2023. Through our programmes, we seek to amplify the quality of service offered to result in higher levels of customer satisfaction.

RAISING RAIL CUSTOMER SERVICE STANDARDS E-LEARNING PROGRAM

We also launched the e-learning programme for our rail employees known as "Raising Rail Customer Service Standards" to provide insights into and comprehension of our Customer Experience strategy, the principles of Positive Customer Experience and response mechanisms at customer touchpoints. This programme was curated for the rail customer teams with specific scenarios and learning techniques to equip them with skills required in delivering quality service. As a result, our employees are able to deliver better service and keep abreast of evolving service and quality expectations and demands.

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OUR PERFORMANCE AND MOVING FORWARD

In the Public Transport Council's (PTC) 2022 Customer Satisfaction Survey findings released in February 2023, the overall satisfaction score for public transport services SBS Transit received a satisfaction rating of 93.8% compared to the industry's 92.7%. Our rail overall satisfaction score was 8.2, compared to the industry's average of 8.0, while our bus operations scored 7.7, which was on par with the industry's average.

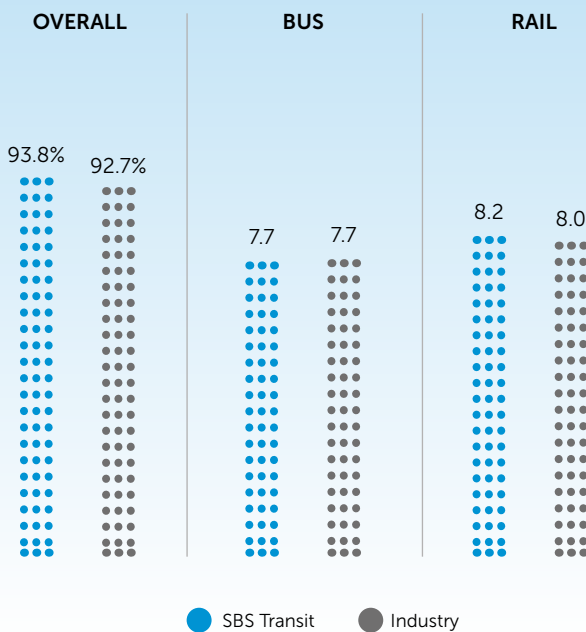
In the Customer Satisfaction Index of Singapore 2022 Q2 survey, the overall customer satisfaction score for public transportation remained unchanged compared to 2021's survey, at 74.2 and 74.5 points for rail and bus services respectively. SBS Transit scored 76.3 and 74.7 points for its rail and bus services respectively, a higher rating compared with the industry's average.

These survey findings are of critical importance as they enable us to understand how our initiative and measures perform. Knowing our performance drives our ambition to improve the quality of service rendered with a sharper focus on customer satisfaction and experience.

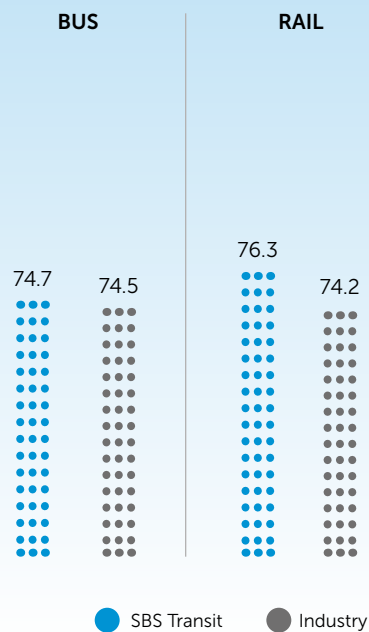
Moving into 2023, we aim to enhance the vibrancy of our stations. Enabling this, we are currently collaborating with the LTA to create and curate a diversity of services at stations that cater to various needs while complimenting the travelling routines of our customers. This will involve developing unique experiences by showcasing art pieces from neighbouring schools, creating a mural trail to sites of attractions, and playing music in stations.



PUBLIC TRANSPORT COUNCIL'S 2022 CUSTOMER SATISFACTION SURVEY



CUSTOMER SATISFACTION INDEX OF SINGAPORE 2022



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CUSTOMER CARE AND RELATIONSHIP

WHY THIS ISSUE IS MATERIAL

We are committed to caring for our customers as part of creating positive customer experience for them. As fostering long-term relationships with our customers forms the crux of our business, it is imperative that we build good ties with them. This will ultimately help to enhance our brand equity and reputation.

HOW WE MANAGE THIS

As a public transport service provider, meeting the travel needs of our customers is critical in providing good customer care and maintaining relationships with our customers. By analysing the needs of our customers, we are able to develop solutions and initiatives to enhance their travelling experience. We further aim to foster a caring commuting culture where customers help each other by demonstrating acts of kindness and care which will contribute to pleasant journeys.

Our Customer Experience Taskforce organises monthly meetings that involve our Interchange Managers and stakeholders i.e., the Customer Experience teams and the Training department. These meetings are aimed at resolving and preventing instances of poor customer experiences on our buses and at our bus interchanges. Similarly, Senior Management, Heads of departments, Depot Heads and the Customer Experience teams are engaged in monthly meetings to monitor and review our performance in service delivery and customer service. These management meetings and staff engagement sessions help to keep our workforce engaged and informed about the initiatives and measures implemented to further customer care and relationships.

I SPOTTED A MALE CHINESE COMMUTER LOOKING FAINT AT THE ALIGHTING BERTH. WHEN I APPROACHED HIM, HE TOLD ME THAT HE WAS FEELING WEAK AND WAS UNABLE TO WALK. I QUICKLY BROUGHT A CHAIR FOR HIM TO REST. HE THEN REQUESTED TO ACTIVATE AN AMBULANCE. PARAMEDICS CHECKED AND CONFIRMED THAT HE HAD TO BE CONVEYED.



ASSISTANT INTERCHANGE SUPERVISOR
STEVEN CHONG

A PRIMARY SCHOOL BOY TOOK THE WRONG BUS AND ENDED UP AT TAMPINES NORTH INTERCHANGE. WITH NO ADDRESS OR CONTACT NUMBER ON THE BOY, I CALLED UP HIS SCHOOL FOR ASSISTANCE. HIS PARENTS WERE VERY GRATEFUL THAT HE WAS SAFE AND SOUND, AND IN GOOD HANDS.



ASSISTANT INTERCHANGE SUPERVISOR
LIN JUNMIN

OUR INITIATIVES

USING TECHNOLOGY TO BETTER SERVE OUR CUSTOMERS

Our SBS Transit mobile application provides travel information to our customers on the go. Information is constantly updated so that our customers are in control of their journeys. The app is also regularly refreshed with new features to keep pace with travel needs. A new feature alerts passengers-in-wheelchairs when lifts at the MRT stations are not operating. This enables them to make alternative plans, which reduces inconveniences in their journeys.

CX@FRONTLINE

Aiming to further improve our customer service across our bus interchanges, we launched the CX@Frontline campaign in April 2022. This enabled us to actively engage and assist our customers in particular the elderly, persons with disabilities, pregnant women, and children. Outstanding staff were nominated as CX Champions and role models for other staff to emulate. Compliments and media stories of staff who had provided excellent service are highlighted at meetings and displayed on our staff electronic boards to inspire fellow colleagues in the delivery of quality customer service.

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STAFF REWARD SCHEME

Project CHEERS! was introduced as a staff reward scheme for nominated frontliners who receive a specific compliment from the members of the public. Through this, we strive to promote the importance of customer care and relationship development through our positive reinforcement. In line with our goal to enhance internal customer experience, Project CHEERS! was also extended to include backend office staff later in the year.

CARING COMMUTER WEEK

In November 2022, we partnered Dementia Singapore to hold a week-long exhibition – “Walk in My Shoes” – at the Toa Payoh Bus Interchange, to educate and encourage the community to demonstrate care towards persons with dementia.



PUBLIC TRANSPORT WORKER'S APPRECIATION DAY

The industry's Public Transport Worker's Appreciation Day and Caring Commuter Week event was held on 5 November 2022 at the Atrium of the Toa Payoh HDB Hub. This was to encourage members of the public to show appreciation to our public transport workers. Tokens of appreciation were also presented by Transport Minister Mr S. Iswaran to some of our staff for their caring and kind service towards our customers.

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NATIONAL KINDNESS AWARD – TRANSPORT GOLD 2022

On 2 December 2022, 201 employees received the Singapore Kindness Movement’s National Kindness Award – Transport Gold. In addition, seven of them received the coveted Outstanding Award. The awards recognised our employees who had exemplified our CARES value in providing service with a heart and made a positive difference to our customers and fellow road users.

One fine example is Bus Captain Loh Kang How who stopped his bus to help victims at an accident site in October 2022. Bus Captain Low had come across smoke billowing out from a car-van collision. Fearing that the vehicles would burst into flames, he immediately stopped his bus and rushed out to assist the people trapped within the vehicles. He also alerted our Operations Control Centre to call for an ambulance. As a result, the three accident victims were safely rescued. Bus Captain Loh is one of our many Bus Captains who have shown tremendous courage and kindness by responding to an emergency; sometimes even putting their own safety on the line to do so.



CUSTOMER INCLUSIVENESS AND ACCESSIBILITY

WHY THIS ISSUE IS MATERIAL

As a public transport provider, we stand firm in our belief of creating an inclusive and accessible environment where customers with special needs and disabilities are able to confidently travel on our buses and trains. Currently, more than 15% of Singapore’s population is aged 65 and above, and this is expected to double in 15 years’ time. With a growing ageing population, we expect an increase in elderly customers travelling on our buses and trains. Therefore, we are cognisant of the need to enable our vulnerable customers to travel safely and independently. We strive to achieve this through measures and initiatives aimed at increasing inclusiveness and accessibility.

HOW WE MANAGE THIS

To ensure that customers with disabilities and vulnerabilities are well-taken care of and have the assistance they require on their journeys, we collaborated with Social Service Agencies (SSAs) to understand the challenges faced by vulnerable communities and find

solutions to create a more inclusive public transport system. Through discussions with the SSAs and their beneficiaries, we were able to identify needs and explore initiatives to improve their travel experiences. This resulted in our signature “Travel with Confidence” umbrella programme designed with various initiatives to make travel inclusive and accessible. We also strived to involve passengers with disabilities in the co-designing of these solutions to increase the effectiveness of our initiatives.

We hold a quarterly reviews and meeting with the Board’s Service Quality Committee to review the effectiveness of our initiatives. Furthermore, we aim to ramp up our support of social enterprises and service agencies that employ person with disabilities (PWDs) by engaging their services or procuring their goods. Since 2015, we have been engaging Bizlink Centre’s floral and hamper gift service to provide hampers for use in our service recovery efforts. Besides this, we also utilise catering services operated by social enterprises to provide meals for our employees on special occasions and during public holidays when they are at work.

REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, PEOPLE AND COMMUNITIES

OUR INITIATIVES



TRAVEL BUDDY

The "Travel Buddy" Programme was rolled out in December 2022 with the support of SPD – a local charity that helps PWDs. Upon request, trained SBS Transit staff accompany PWDs on their journeys and share practical tips in getting to their destinations, to help them travel independently and with confidence. Currently, we have about 30 staff trained as Travel Buddies, including four who are PWDs themselves.

STAIR CLIMBER

We piloted a Stair Climber at NEL Outram Park MRT station in collaboration with the Handicaps Welfare Association (HWA) in December 2022. The Stair Climber is a specialised equipment that enables passengers-in-wheelchairs to go up and down the boarding platform when the lift is unavailable. This allows passengers-in-wheelchairs to keep their medical appointments at the neighbouring medical hub even when the lifts are down. More Stair Climbers will be deployed to other MRT stations if the pilot is successful.



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FIND YOUR WAY

Studies have identified nostalgia and reminiscence as key elements used to stimulate parts of the brain that deal with long-term memory and cognition. Collaborating with Dementia Singapore, we rolled out the “Find Your Way” initiative that makes use of nostalgic murals and colour-coded directional floor stickers to help persons living with dementia navigate their way safely and independently in our bus interchanges and MRT stations. At bus interchanges, they point the way to the boarding berths of the intended bus service while at MRT station, they direct the way to the correct exits.



This initiative was launched at Toa Payoh Bus Interchange in February 2022 and subsequently at the Chinatown MRT Station in August 2022. It will be rolled out to nine premises in the pilot phase - four bus interchanges and five MRT stations that are frequented by elderly customers - to assess its effectiveness before extending it to more locations.

DEMENTIA GO-TO POINT

In collaboration with the Agency for Integrated Care and as part of the Dementia-Friendly Singapore initiative, we implemented the Dementia Go-To Points (GTPs) at all our 50 MRT stations, 18 bus interchanges and 7 bus terminals.

GTPs serve as “safe return” points to connect lost or confused persons with dementia with their family member or next of kin. They also act as resource centres to provide useful information on dementia.

To be certified as GTPs, some 700 employees attended specialised training to identify and assist persons with dementia.



REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, PEOPLE AND COMMUNITIES



INDEPENDENT COMMUTING

In 2022, we donated two decommissioned buses to two special needs schools - ASPN Chaoyang School and St Andrew's Autism School - to enable the schools to train their students in taking public buses safely, independently and with confidence.

We also conducted a series of familiarisation visits to a bus interchange for some 150 students and teachers from Metta School, a special needs school. They visited the Tampines Concourse Bus Interchange for a learning experience where they had the opportunity to learn how to safely board and alight from a bus as well as practise gracious behaviour on board such as keeping their voices down and queuing up in an orderly manner to board the bus. This equips them with the necessary skills to travel independently and confidently on our public buses.

Besides schools, we also donated a decommissioned bus to the Tan Tock Seng Hospital (TTSH) for patient rehabilitation use. At the hospital's soon-to-be-opened Integrated Care Hub, the bus will help

patients recuperating from amputations, complex strokes, brain, or spinal injuries adjust to their new circumstances and learn how to board and alight from the bus safely using their mobility aids or wheelchairs.

We also partnered with the Ang Mo Kio-Thye Hwa Kwan Hospital to help their soon-to-be-discharged patients learn how to commute independently on public bus. We do this by providing a dedicated bus for them to practise boarding and alighting with their mobility aids.

We are also working with local charity, SPD, to roll out pictorial communication boards across all bus interchanges. The aim is to bridge communication barriers between our staff and passengers who face difficulties communicating their needs due to disability. Specifically, the communication board simplifies common enquiries into short phrases with visual symbols where passengers can point to relevant symbols and get the appropriate help at any of our Passenger Service Centres.



EMPOWERING CUSTOMERS

In our community outreach, we screened short engaging videos on how to go about helping passengers in wheelchairs in their commute on our TV screens at our MRT stations as well as on our Facebook page. This empowers customers with knowledge to step forward to render assistance to passengers-in-wheelchairs. Partnering with the Singapore Kindness Movement, we also screened videos at our bus interchanges and MRT stations in November 2022 to remind customers to be kind and gracious towards each other.

REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, PEOPLE AND COMMUNITIES

SAFETY & HEALTH

The safety and health of our customers, employees and contractors remain a key concern and priority for us. This section highlights our initiatives to safeguard our customers, employees and contractor's health and safety.

CUSTOMER SAFETY & HEALTH

WHY THIS ISSUE IS MATERIAL

Providing safe and reliable public transport service is the cornerstone to building our credibility as a trusted transport service provider. We safeguard the safety and health of our customers through close management of our operations, maintenance, monitoring of our public transport services and implementation of measures to prevent the occurrence of accidents. Although COVID-19 restrictions have lifted, we continue to keep our premises clean for our customers to travel with peace of mind.

HOW WE MANAGE THIS

Our Safety and Health Policy prioritises overall safety across our train and bus systems and facilities, providing oversight to safeguard the health and safety of our customers. At SBS Transit, we often engage our stakeholders to keep them informed of the remediation or updated actions to prevent infringements on commuter safety.

Demonstrating our commitment to providing and maintaining a safe environment for our customers, our bus and rail safety teams hold monthly Management Meetings to review all safety incidents and analyse safety statistics. The meetings entail the monitoring of significant incidents¹⁴ or accidents, and a formal review of the actions arising

from these investigations until their closure through the deployment of applicable mitigation interim measures.

For our Bus Captains, the Safety Focus Group serves as a platform for them to meet the Interchange Managers, supervisors, or service mentors regularly to update and discuss safety issues. Bus Captains with recent accidents are required to attend Focus Groups conducted by their Interchange Groups and mentors. Union representatives also participate in these Focus Groups to help and support Bus Captains be safe drivers.

In the event of an accident, incident or near miss involving our stakeholders including employees, contractors and customers, we investigate the incident to identify immediate and underlying cause/causes. Subsequently, remediation measures are established to prevent recurrence of the accident. Over the years, some of our mitigation measures to prevent accidents include procedural enhancement, fortification of rules and procedures, stringent departmental work instructions, enforceable operating procedures and instructions in addition to updating training courses to include lessons learnt from past incidents or accidents.

We maintain communication with our passengers via the SBS Transit Customer Care hotline or email, whereby our Customer Care Officers respond to passengers who provide feedback pertaining to safety. Consequently, our Customer Care Officers evaluate and respond to passenger feedback with the advice of our Safety, Operations and Engineering departments through the Feedback Management Portal.



The Public Transport Tripartite Committee appointed Safety Champions (SC) to reinforce safety among public transport operators. Appointed in August 2022 by Senior Minister of State, Mr Chee Hong Tat, upon nomination by the NTWU, SCs serve in their respective organisations to disseminate safety messages, share safety lessons from past experiences, and garner feedback from public transport workers for improvements in workplace and operational safety. The SCs are included in various safety management forums, events, and activities, such as the Signal Passed At Danger (SPAD) workgroup and Tripartite Rail/Bus Industry Safety and Security Community of Practice.

¹⁴ Significant incidents refer to accidents or incidents that results in serious injuries including bone fractures, amputation, loss of limbs, permanent disabilities, inpatient hospitalisation of more than 48 hours.

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OUR INITIATIVES

With the health and safety of our customers and passengers as priorities, we have implemented various initiatives to limit associated hazards or risks, as exemplified below.

ESCALATOR SAFETY FOR CUSTOMERS AND THE ELDERLY

In 2022, we continued to display life-sized posters featuring colourful illustrations with safety messages to hold onto escalator handrails firmly and introduced dual-speed escalators during off-peak hours at our MRT stations. We also introduced safety messages at the landing of escalators in nine MRT stations.

In 2021, we modified 31 escalators at selected MRT stations to enable them to operate with slower speeds during off-peak hours to better serve our elderly customers. In 2022, we further modified another nine escalators for the same purpose. In addition, we have been actively educating passengers on escalator safety by distributing tissue packets and brochures with safety messages at the Chinatown MRT Station. As a result of these safety measures, we have observed a decrease in escalator-related accidents, especially at the Chinatown Station.

In 2022, we rolled out the installation of portable speakers to announce escalator safety messages to five more locations - DTL Tampines West and Expo Stations, NEL Hougang, Kovan and Boon Keng Stations - which brought the total number of stations to nine. These stations were targeted as they had a high number of escalator accidents involving the elderly and are located in matured estates. The speakers are placed next to the escalators with safety messages in English and Mandarin as well as Chinese dialects to effectively reach out to elderly customers.



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CUSTOMER SAFETY CAMPAIGNS FOR BUS TRAVELS

We launched our No-Falls-On-Board (NFOB) campaign at Tampines Interchange in October 2022, which was graced by Mr Desmond Choo, Mayor of North East District and Advisor to Tampines Grassroots Organisation. This was to encourage passengers to pay attention to bus safety. Twenty students from Tampines and Chongzheng Primary School joined us as safety ambassadors to communicate safety messages to our customers in particular senior citizens.

The NFOB initiative educates passengers on the importance of bus safety through the following three key messages:

1. Hold on to support at all times
2. Remain seated until the bus stops
3. Remain on the lower deck for vulnerable customers such as the elderly, pregnant women and passengers with mobility difficulties

We continued with our NFOB campaign by organising monthly roadshows and distributing flyers at various bus interchanges to promote on-board safety to



our customers in particular the elderly, pregnant women, and persons with disabilities. Roadshows were held at the Toa Payoh Bus Interchange in November 2022 and at the Clementi Bus Interchange in December 2022. As a supplement to this initiative, we also produced videos on bus safety that were published across our social media channels.



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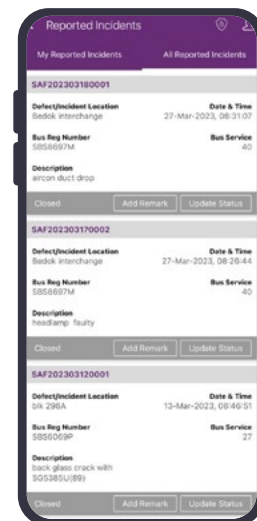
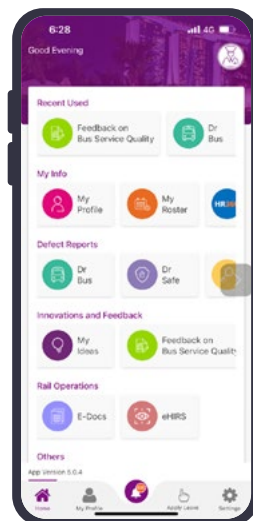
SAFETY PROGRAMMES AND TRAINING FOR EMPLOYEES

Our annual training programme known as “Centralised Safety and Security Training” (CCST) encourages safe driving of company vehicles. This training covers various topics including case studies of local and overseas accidents and ways to prevent them. It utilises video replays and CCTV footage to illustrate the consequences of driving errors, and emphasises the importance of safe driving. Since 2013, we have also been collaborating with agencies such as the Traffic Police to share its expertise and experiences in traffic safety with our employees.

Promoting a culture of safety first, a daily safety message is displayed at every of our bus interchanges and depots, in Bus Captains’ lounges, or near the despatch points. This serves as a reminder of the Company’s safety drills and procedures before they proceed with their work. These messages are changed daily so that staff can be regularly refreshed in their safety knowledge.

The Bus Safety Department uses our employee mobile app, iLink, to send out safety advisories, circulars, bulletins, and safety alerts. These may also include documents, short videos and photographs. It also uploads weekly Safety Advisory and monthly Team Briefing topics. Upon uploading, staff are informed through a push notification alert. This is especially helpful for our Bus Captains as they are alerted to recent accidents and incidents, which prompt them to remain extra vigilant and cautious when on duty.

Employees are also able to report a sub-standard act or unsafe condition via iLink so that the situation can be looked into quickly and corrective actions taken, if warranted.



REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, PEOPLE AND COMMUNITIES



ELIMINATING BLIND SPOTS THROUGH TECHNOLOGY

Aimed at minimising blind spot-related accidents, we are trialling the use of a 360-degree 3D Surround View camera system to assess its effectiveness in increasing our Bus Captain's visual awareness of their surroundings when manoeuvring tight spaces or making turns at low speeds at junctions and within bus parks and depots.

In 2022, we started to trial the system on two buses - a single deck and double deck. These buses are deployed on routes that have a history of accidents involving sideswipes with other vehicles, reversing vehicles and vulnerable road users at traffic junctions. We made careful consideration

of the trial's parameters to ensure that they would not distract the Bus Captains' driving attention as they sought to improve the safety of passengers and road users.

Meanwhile, we are also trialling another system that uses digital side mirrors which employ high-definition digital cameras and internal displays that enhance the traditional side mirrors. This system offers a wider field of view with the screens positioned at the same level as the external mirrors to help eliminate glare while automatically adjusting the brightness for clear visibility during the day and also at night. Similarly, this system has been installed on two buses to assess its effectiveness.

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GOLDENEYE SYSTEM

Goldeneye is fatigue monitoring system that helps our Bus Captains stay alert and focused while on the road. Through the use of machine vision technology, it is able to detect the first signs of fatigue and distraction and provide real-time feedback to the Bus Captain through audio, visual and haptic alerts. Initiated in 2019, 30 units of Goldeneye were put on trial in three bus services. In 2022, we extended the trial to another 34 buses and incorporated other tracking and

monitoring features to further enhance its effectiveness in alerting affected Bus Captains.

Following the successful trial, we will continue to deploy more Goldeneye units to other bus services to deliver higher standards of safety to our customers and Bus Captains.



iLEARN - BUS CAPTAIN'S IDENTIFICATION FOR SAFETY INTERVENTION TRAINING

The iLearn initiative helps in identifying Bus Captains with unsafe driving behaviour through a combination of driving telematics data and accident records. This data analytics tool enables supervisors and managers to gain a more comprehensive understanding of the driving performance of the Bus Captains under their charge and provide timely and targeted training interventions.

As a result, we are able to optimise and allocate our training resources more effectively to ensure Bus Captains who require remedial training are scheduled for immediate placement while others attend annual e-learning training to reinforce safe driving behaviour.



In mid-2022, we continued to invest further resources into iLearn to digitalise and integrate data sets from other systems such as the Feedback Management Portal, which provides information on individual Bus Captains' service performance, and the HR360 system, which monitors Bus Captains' training records and their safe driving records. Through this integrative process, we are able to obtain holistic and predictive insights into the driving behaviour of our Bus Captains and their performance in customer service for intervention or recognition.

The outcomes we hope to achieve are:

1. Reduced accident rate
2. Improved Bus Captains' driving
3. Good Customer Experience and improved journey experience for customers

REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, PEOPLE AND COMMUNITIES

OUR PERFORMANCE AND LOOKING FORWARD

In 2022, there were zero incidents of non-compliance with regulations resulting in a fine or penalty or warning with regard to any infringements to health and safety. We are pleased to also report that there were zero incidences involving customer and passenger health or injuries due to our maintenance works.

However, we had a total of three fatal traffic accidents where our Bus Captains were established to be not at fault in two of the cases. To minimise the recurrence of such accidents, we immediately shared these case studies with all our Bus Captains for their awareness while focusing on lessons learnt. Since then, we have enhanced our efforts in providing education, training, and enforcement checks to strengthen the vigilance of our Bus Captains on the road.

We have also increased the frequency of our enforcement checks to ensure strict adherence on junction drills. SBS Transit remains committed to strengthening and maintaining our efforts in minimising potential accidents and incidents amongst our customers.

At SBS Transit, our goal is always zero incidents when it comes to commuter health and injury. In 2022, we achieved zero incidents in:

- Mainline service collision
- Mainline service derailment
- At-fault traffic accident
- Fire incidents at station / bus interchange / bus terminals
- Fire incidents on train / bus
- Fire incidents in tunnel

Road & passenger safety

	2020	2021	2022
Road & Passenger fatalities	0	2	3*
Passenger injuries – including 3rd party (Rate per million passengers)	Bus: 242 (0.41)	Bus: 278 (0.47)	Bus: 289 (0.46)
Number of bus accidents per 100,000km	0.1	0.1	0.1

*Bus Captains were established to be not at fault in two of the cases.

GRI 416-1: Assessment of the health and safety impact of product and service categories

Percentage of significant product and service categories which health and safety impacts are assessed for improvement	100%
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REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, PEOPLE AND COMMUNITIES



EMPLOYEE AND CONTRACTOR SAFETY & HEALTH

WHY THIS ISSUE IS MATERIAL

The safety of our employees and contractors is our top priority as a public transport service provider. Failing to adhere to safety and health protocols could have adverse consequences on our customers, communities as well as our reputation.

HOW WE MANAGE THIS

Our Management team is responsible for the safety of our employees and contractors. The team enforces compliance to all applicable rules and procedures including legal compliance to the Workplace Safety and Health Act, relevant regulations and Codes of Practice while concurrently maintaining a healthy work environment and the overall safety of our workforce. Furthermore, the team ensures sustained interactions between appropriate parties to resolve safety issues.

Our Safety and Health Policy outlines our top priorities relating to employees' and contractors' operational and workplace safety. It includes complying with all statutory and licensing requirements, avoiding loss of lives, preventing injury and work-related ill health, maintaining a culture of safety and health and encouraging workers' participation. Our Heads of Department and managers are responsible for identifying, assessing, controlling, and eliminating all potential hazards in the workplace. This is done through regular risk assessments and safety inspections and taking necessary actions to comply with legal requirements and procedures. Additionally, all safety and health related incidents involving staff, contractors

and public are investigated and corrective actions taken when necessary.

At the Rail and Bus Business Meetings and Safety Steering Committee Meeting, reviews for all safety incidents are conducted and subsequent feedback are monitored to carry out formal investigative reviews. Thereafter, control measures are put up to address and prevent the reoccurrence of such incidences. Additionally, our Rail Operations Division adopts the 'Just Culture' that lays the foundation for a fair and just approach to managing errors and mistakes. This is especially important in our high-risk industry, as it recognises inevitable errors and focuses on identifying and addressing the underlying causes rather than blaming individuals. The goal is to create an environment where employees feel safe to report errors and near-misses without fear of punishment or disciplinary actions. Ultimately, a Just Culture is essential for improving safety and preventing errors from happening in the future and it demonstrates joint responsibilities between Management and staff in keeping the workplace safe.

REINFORCING OUR OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT SYSTEMS

Our health and safety management system is ISO 45001 Occupational Health and Safety Management System-certified indicating full compliance with the Workplace Safety and Health (WSH) Act and the Ministry of Manpower's Approved Codes of Practice. This certification demonstrates our dedication to promoting health and safety by implementing a thorough management system capable of effectively managing all associated risks and hazards.

REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, PEOPLE AND COMMUNITIES

As a means of identifying safety and health risks, the WSH Risk Management Procedure carries out risk assessments and ensures risk control measures are implemented before any work commences. The WSH Risk Assessment Form is also inclusive of this procedure and applies to all Rail Engineering and Operations activities including routine ones.

Where hazards and risks are identified, mitigation measures are identified by pinpointing the most relevant interim and permanent controls with respect to the level of risks posed. The hierarchy of controls to eliminate hazards and risks are as follows: To eliminate the risk and hazard, reduce the risk through substitution, isolation, and engineering controls, and finally, reducing the risk through administrative controls.

All risk assessments are conducted by a Team Leader who is mandated to have attended and passed the Workforce Skill Qualification WSQ Risk Management Course. The course allows participants to identify workplace hazards, its likelihood and consequences, and hazard assessments while educating them on the documentation process of the WSH risk register. The Risk Assessment is reviewed every three years, in the event of an accident or where there is a significant change in work processes.

Our Safety Management Systems are reviewed yearly during the annual management review meeting after the internal and external certification audits. This serves to maintain a high level of overarching control and assurance over our safety measures, ensuring that all safety instructions and procedures are updated. Internal audits are conducted annually by teams of department

representatives trained to audit the implementation of and compliance to the integrated (ISO 9001, ISO45001 and ISO55001) management system. In 2022, the internal audits were conducted between 7 and 19 April and again from 10 to 19 October. Annual external audits are undertaken by accredited external certification bodies, and this includes onsite physical workplace assessments. Additionally, we carry out internal workplace inspections and safety observations to identify hazards in the work activities and workplace environment and reduce the risk of dangerous acts and conditions. All Heads of Department, Managers, Executives and Workplace Safety and Health Officers conduct at least one safety inspection per month while Senior Management undertakes a safety walkabout together with Union representatives every quarter.

In cases of work-related incidents, our Hazard Incident Report System and Incident Reporting and Investigation Reports Procedure investigate incidents using the "People, Environment, Equipment, Procedures, Organisation" methodology. This methodology incorporates the Reason Model Analysis on active failures, usually involving human errors in combination with environmental risks or other triggering events, to find the breach in our defences. We have also implemented Bus Interchange Depot Access Request (BIDAR) system for temporary and contract employees. This system ensures all delegated work is pre-evaluated with regard to affiliated safety hazards prior to their entry to our premises. This requires the contractors to provide necessary documentation, work process and relevant certificates for the intended work activities. In doing so, we hope to bolster accountability and transparency.

OUR INITIATIVES

EMPLOYEE TRAINING PROGRAMMES

Ensuring staff competency across functions is paramount for us. As a means of minimising the occupational risks and harm to our employees and contractors, competency training and assessment is mandatory. In all our technical training, safety is a topic which is accorded the highest priority. The training programme outlines our hazard control measures, actions, safety induction and any changes to regular work procedures. We also monitor the validity, if applicable, of our safety related training using our Learning Management System, HR360. As a result, staff are reminded to attend the First Aid refresher course between three to six months before their two-year certification expires.

As safety incidents are sporadic, we recognise the need for reiteration. Therefore, conducting refresher training formulates a large facet of our training culture. On a regular basis, whether annually or twice in a year, refresher training is conducted through various means, including facilitated training, e-learning or participation in exercises or simulated scenarios.

REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, PEOPLE AND COMMUNITIES

EMPOWERING OUR EMPLOYEES TO ENHANCE SAFETY MEASURES

We have numerous processes that enable workers to report work-related health hazards and potential situations that they believe could result in injury or ill-health. These include the Employee App iLink, Safety & Security feedback QR code, 24/7 Snap and Send contact, 24/7 Safety Hotline. These channels are available to both staff and contractors. We also protect our workers from reprisals through a Whistleblowing Policy and an alert line that enable reports to be made on work-related and hazardous situations.

All staff and contractors undergo a mandatory safety induction programme that encourages them to refuse execution of work processes that are non-compliant with safety rules and procedures. At SBS Transit, we empower our contractors and employees to halt work if any unsafe act or conditions are present.

SBS Transit has also adopted the WSH Advocates Scheme since 2020 in support of the WSH Council's WSH Advocates Programme. A group of WSH Advocates have been appointed by Management to serve as additional safety proponents in the workplace to promote WSH culture and identify safety and health gaps, among other safety aspects.

The objectives of the WSH Advocates Scheme are:

- Promote Safety Culture among the peers
- Intervene in unsafe acts
- Encourage employees' involvement in promoting WSH at work
- Improve productivity with less workplace injuries and accidents

As we strive to further promote health and safety amongst our workers, we provide health and safety services contributing to the identification and elimination of hazards. These services include health surveillance for staff exposed to excessive noise, annual health screenings, toxicology, and medical examinations for accidents by appointed clinics.

Some of our initiatives to communicate and educate our employees and contractors include conducting an annual safety and health awareness programme, a monthly safety day on safety communication, monthly safety bulletin and snippets, a Contractors' Safety Dialogue session and the Last Mile Safety Programme. The Last Mile Safety Programme, implemented in 2020, enhances the safety awareness of staff and instils personal responsibility on ground safety enforcement while influencing co-workers to be safety conscious.

These initiatives aid in promoting cooperation, feedback, and cognisance from precedent incidences to ultimately establish best practices. They also empower our employees to adopt a safety mindset and ensure a safe and healthy working environment.



REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, PEOPLE AND COMMUNITIES

MITIGATING REVERSING HAZARDS

Aimed at preventing accidents at bus parks when Bus Captains reverse out of parking lots, we conducted a trial at the Buona Vista bus terminal that involved extending the parking lines. This resulted in a successful reduction of accidents, which led to the expansion of this safety initiative to other premises. Since then, accidents of such a nature due to Bus Captains' error in judgement have reduced significantly.

At bus interchanges and terminals, buses reverse out from head-in parking lots which carries the risk of collision with an oncoming or another reversing bus within the bus park. Collaborating with the LTA, we implemented a blinker-reversing sensor system on selected bus parking lots with high incidence of such hazards and risks. To date, the system has been installed on selected parking lots at several bus interchanges including Harbourfront, Bukit Merah and Toa Payoh, to alert Bus Captains to reversing buses.



To ensure the safety of both Bus Captains and passengers, a speed limit of 15km/h has been established for travel within bus interchanges. Signages and safety checks have also been put in place to remind Bus Captains of the limit with the Vehicle-Activated Speed Display installed at strategic locations to display real-time bus speed and encourage compliance. Additionally, humps have also been installed at selected parking lots with slope terrain in the Ulu Pandan Bus Depot to minimise incidence of runaway buses if the handbrake is not engaged when the Bus Captains leave the cabin. All of these measures target to improve and ensure safety for both Bus Captains and passengers.



REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, PEOPLE AND COMMUNITIES

OUR PERFORMANCE AND LOOKING FORWARD

As an affirmation of our commitment to health and safety, SBS Transit achieved three awards in 2022. These awards were the NTUC's U Safe Champion Award, the Singapore Road Safety Council's Singapore Road Safety Awards and the LTA's Public Transport Safety and Security Awards.

In 2022, there was a fatal accident involving a bus captain, where the bus mounted the pavement and collided onto a tree. The incident is still under investigation by regulators, and the cause of the incident is yet to be determined. Following the incident, safety time-out sessions were effected to heighten the vigilance, safety advisories were issued to all bus captains for the awareness, and accident prevention pointers were reiterated.

We will continue to equip our employees with relevant health and safety knowledge through training including drills, and employ technology to further enhance our employees' safety and security.

From 2023 onwards, the Board Sustainability Committee will assume oversight of all safety and health related matters in the organisation. It will not only review the policies and practices established by the individual business units but also set and assess their safety and health targets. The Committee will additionally also measure performance against target to ensure the organisation's strategic plans and business goals are adequately considered. Its responsibilities will also include monitoring and considering emerging safety and health trends as well as issues that may have strategic, business, and reputational implications to the Company. With periodic reports submitted by the Management and reports on safety and health topics from external parties, it will make recommendations to the Board as necessary.

GRI 403-9: Work-related injuries

	EMPLOYEES	WORKERS WHO ARE NON-EMPLOYEES
Number of fatalities from work-related injuries	1	0
Number of high-consequence work-related injuries	0	0
Number of recordable work-related injuries	25	4
Main types of work-related injury	Slip, trip & fall	Slip, trip & fall
Number of hours worked	26,223,901	3,011,161
OCCUPATIONAL HEALTH & SAFETY RATES¹⁵		
Rate of fatalities from work-related injuries	0.04	0
Rate of high-consequence work-related injuries	0	0
Rate of recordable work-related injuries ¹⁶	0.95	1.33

The three high-consequence injuries identified by SBS Transit include (1) slips, trips, and falls, (2) injuries due to traffic accident, and (3) injuries due to misstep. These hazards are determined through statistical records, regular workplace inspections and incident investigation reports. Slips, trips and falls, and injuries due to misstep are attributed to personal negligence and lack of situational awareness. To minimise these risks, more thorough inspections have been carried out. On the other hand, injuries due to traffic accidents are largely attributed to

failure of compliance to standard operating procedures, personal negligence, and other factors denoted through investigative outcomes. To minimise and eliminate these risks, we have emphasised on continuous education of our staff and enhanced enforcement of standard operating procedures. In 2022, SBS Transit had no fatalities from work-related ill health or recordable work-related ill health.

¹⁵ Multiplier used to calculate rate occupational health and safety rates is 1,000,000

¹⁶ The calculation of the rate of work-related injuries is based on the formula of (number of injuries / numbers of man hours per region) x 1,000,000 man hours worked.

REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, PEOPLE AND COMMUNITIES

GRI 403-9: Recordable work-related injury for all employees¹⁷

	BUS			RAIL		
	2020	2021	2022	2020	2021	2022
Number	31	38	25	4	6	4
Rate	1.47	1.83	1.22	0.49	0.71	0.69

Work-related injury rate WIR per 100,000 employed persons

WIR PER 100,000 EMPLOYEES ¹⁸	2020	2021	2022
Bus	293.3	420.9	245.3
Rail	108.0	160.0	107.4

EMPLOYEE CARE

We prioritise employee care because it creates a positive workplace culture that can lead to improved productivity, greater employee satisfaction and a higher retention level. As such, this section highlights training, well-being and fair workplace initiatives that are in place to safeguard our employee's well-being.

EMPLOYEE TRAINING, UPSKILLING AND DEVELOPMENT

WHY THIS ISSUE IS MATERIAL

As our workforce is essential in delivering our business objectives, we prioritise the development and success of our employees. With the public transportation industry rapidly evolving, we are committed to equipping our employees with the necessary skills, knowledge, and competencies for their development and success.

HOW WE MANAGE THIS

We are committed to supporting the career aspirations of our employees by offering a wide array of training courses that equip them with technical skills and knowledge required to excel in their roles. To enhance leadership capabilities, we have implemented eight new programmes designed under the SBS Transit leadership framework. We will also be rolling out a new programme focused on customer experience for leaders under the umbrella of CARES.

To facilitate career progression, we strongly encourage our staff to discuss their career ambitions and training needs during their annual performance appraisals. Technical teams also conduct their Individual Development Plan IDP exercise annually, which recommends courses based on corporate seniority and job scope. Reporting Officers use the templates to hold training needs discussion during their performance appraisals. This helps us formulate our training needs schedule and strategy.



¹⁷ The calculation of the rate of work-related injuries is based on the formula [(No. of injuries)/(No. of man hours)] x 1,000,000 man hours worked. In 2022, the total number of man hours were 20,415,374 and 5,808,527 hours for Bus and Rail respectively

¹⁸ The calculation of WIR is based on the formula [(No. of Fatal and Non-Fatal Workplace Injuries)/(No. of Employed Persons)] x 100,000. In 2022, employed persons for Bus and Rail were 10,599 and 3,275 respectively

REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, PEOPLE AND COMMUNITIES

OUR INITIATIVES

BUILDING UP OUR TECHNICAL COMPETENCE WITHIN THE ORGANISATION

SBS Transit is committed to professionalising the bus engineering sector and promoting industry-wide recognition and benchmarking of technicians' competencies. We developed a joint certification with the LTA Singapore Bus Academy and the Institution of Engineers, Singapore called the Technician Specialist Certification course.

LEVELS OF CERTIFICATION	NUMBER OF CERTIFIED STAFF
Level 1 – Certification for Technical Specialist	125
Level 2 – Chartered Engineering Technician	48
Level 3 – Chartered Engineering Technologist	12



As we embrace Industry 4.0, SBS Transit is dedicated to preparing our pool of workforce to be digitally savvy. We introduced them to various uses of the Internet of Things and guided our matured workers through digital complexities with help from the Infocomm Media Development Authority (IMDA) SG Digital Office's friendly digital ambassadors. These ambassadors visited our Hougang Central and Tampines Bus Interchanges to equip our older Bus Captains and staff with digital skills to stay connected to their family and friends, as well as better access digital government services, financial services, payments and more through their smartphones.

We further supported the growth of our people by sponsoring them for study programme at various levels from diploma to masters and granting them study leave. In 2022, we are proud to announce that two of our colleagues graduated with a Master's in Railway Systems Engineering and Integration from the University of Birmingham in the UK.



As more green buses come on stream, our bus technicians continued to attend training programmes to be equipped in handling high voltage vehicles safely. In November 2022, 46 of our technical staff were the first in the industry to be certified under the National Electric Vehicles Specialist Safety (NESS) course that was launched just two months before. This course equips individuals with skills to maintain and service electric and diesel hybrid vehicles safely. Prior to this, they attained the Certificate of Competency at the Expert level in a course that

we had jointly developed with the ITE College West on handling high voltage buses. The rest of our 480 technicians will continue to be put through the basic module of this course to provide them with some basic knowledge of working with these systems.

To enhance our workforce productivity, we invested \$1.0 million to set up the Rail Training Institute in December 2022. The Rail Training Institute is responsible for the progressive training and development frameworks for rail employees and leverage innovative technology such as Virtual Reality (VR), Augmented Reality (AR) and Mixed Reality to provide training on the go. This results in a more efficiently trained workforce that can start work quickly and effectively, achieving a productive, multi-skilled workforce.



REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, PEOPLE AND COMMUNITIES

WORK-STUDY DIPLOMA IN LAND TRANSPORT ENGINEERING

In addition to upskilling our current employees, we conduct outreach training programmes for individuals interested in joining the transport industry. In May 2022, SBS Transit signed a Memorandum of Understanding (MoU) with the Institute of Technical Education (ITE) to collaborate and offer training services to students and staff interested in land transport engineering. Students are equipped with the necessary technician skillsets and receive training to hone their supervisory skills, technical diagnostics as well as operations and planning abilities.



ACCESSIBLE ONLINE TRAINING

Since 2021, we have launched e-learning modules to support our staff's continuous learning journey. These bite-sized modules consist of soft skills and awareness training that can be accessed anytime through self-directed learning. In 2022, we introduced the single sign on login feature in iLink, enabling staff to access their e-learning conveniently.

For Bus Captains who are constantly on the road, we leveraged digital learning to equip them with the knowledge they need while enabling us to better meet operational needs.

DRIVING TRAINING SYSTEM

In 2022, we acquired a new driving training assessment and debriefing tool to facilitate timely debriefing of lessons learnt by our trainee drivers to be competent drivers. With the support of evidence-based data, trainees can objectively review their mistakes and gaps after each practical lesson. Training time can also be better optimised for more practical sessions behind the wheel to improve driving proficiency and confidence. This has resulted in an increase in the number of trainees passing their assessment tests from 90% to 95%.

As a leading Public Bus Service Provider, it is important for us to have a technologically advanced and up-to-date training system and methodology to grow a pool of safe and competent Bus Captains as we strive to attract more Singaporeans to join the profession.

REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, PEOPLE AND COMMUNITIES

OUR PERFORMANCE AND MOVING FORWARD

In 2022, we provided additional training through our CARES programmes and achieved an increase in employee average training hours from 27 to 39.43 hours. Moving forward, we aim to continue in improving the quality and content depth of our training and introducing new training and upskilling programmes for our employees.

Our bus technicians have once again showcased their exceptional skills and expertise by winning the top two prizes at the Singapore BusTech Grand Challenge held on 28 Nov 2022. This was a repeat of



2021's outstanding performance and a reflection of our commitment and programmes in strengthening our employees' competency. We were also presented with the Workplace Learning Organisation of Excellence Award (Platinum) by the National Centre of Excellence for Workplace Learning.

GRI 404-1: Average hours of training per year

	MALE	FEMALE	TOTAL
FULL-TIME EMPLOYEES			
Senior Management	31.99	6.48	29.39
Middle Management	57.57	36.79	53.57
Operations & Support Employees	38.08	37.99	38.07
Overall	39.62	37.60	39.43
TEMPORARY OR CONTRACT EMPLOYEES			
Other employees	14.52	13.33	14.34

GRI404-3: Percentage of employees receiving regular performance and career development reviews

	MALE	FEMALE
Total number of employees	9,087	957
Total number of employees who receive a regular performance and career development review	9,087	957
Percentage of total employees by gender who receive a regular performance and career development review	100%	100%

	SENIOR MANAGEMENT	MIDDLE MANAGEMENT	OPERATIONS & SUPPORT EMPLOYEES
Total number of employees	49	852	9,143
Percentage of total employees by job category who received a regular performance and career development review	100%	100%	100%

REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, PEOPLE AND COMMUNITIES

WELL-BEING AND WORK LIFE BALANCE

WHY THIS ISSUE IS MATERIAL

At SBS Transit, we place strong emphasis on our employees' mental wellness and quality of life. Their well-being and work-life balance are key to SBS Transit's successful and sustainable operations. We recognise that a physically and mentally healthy workforce is essential for achieving our business objectives of providing reliable transport services. Therefore, we are committed to promoting work-life harmony and providing support to our employees for any challenges that they may face.



HOW WE MANAGE THIS

We continuously advocate for the physical, mental, and social wellness and health of our employees. We provide health screening programmes and free annual health check-ups to ensure their well-being. In 2022, we were able to organise more mental well-being and wellness initiatives due to the lifting of the pandemic measures. These activities and initiatives were reviewed, and their effectiveness measured through our Employee Engagement Survey, which serves as a benchmark for employee well-being and engagement. Studies have shown that employees who are healthy and happy are almost twice as likely to be engaged and enjoy their work. Another benchmark we use is the number of HR-related awards the company has won locally and regionally. The accolades indicate that we, as an employer of choice, are setting high standards for excellent employee satisfaction and engagement.

We provide our full-time employees with the following benefits:

Health Care	
	In-patient, out-patient general practitioner, bi-annual health screening
Insurance	
	Group personal accident insurance, Ex-Gratia payment upon death
Leave	
	Annual, childcare, compassionate, maternity, matrimonial, national service, paternity, sick and shared parental leave
Travel	
	Free travel on local public transport
Others	
	Retirement benefits for non-executives Stock ownership through employee share award scheme

REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, PEOPLE AND COMMUNITIES

OUR INITIATIVES



TOTAL WORKPLACE SAFETY & HEALTH PROGRAMME

Improving the well-being of our employees is one of our top priorities as it directly impacts productivity and fosters a positive and healthy working environment. Therefore, we have implemented several mental well-being programmes such as Safety Awareness Programmes, Annual Contractors' Dialogue, Mental Wellness Webinar and Annual Safety and Health Awareness Programme & Education (SHAPE). We arranged a series of activities, reading materials and online quizzes on safety and health promotion topics such as *Health can be Fun*, *Sleep Right*, *Live Bright*, *Spot the Hazards Contest* for employees to participate actively.

Mental Wellness webinars in collaboration with ComfortDelGro Insurance, AIA and the Fullerton Healthcare Group are conducted monthly. We also launched a new initiative, "Intellect", which aims to provide additional mental well-being support through the provision of self-care programmes and

counselling for employees facing professional or personal challenges. Our staff can also access the Intellect application for mental wellness tips or to contact a counsellor.

SUPPORTING EMPLOYEES IN NEED

Caring for our workforce is a key aspect of nurturing and developing them. At SBS Transit, we prioritise a people-centred culture and employ strategies specially designed for our employees' well-being. As a result, we offer ample support to help them succeed and stay with us.

As an inclusive company, we prioritise employees in need. After undergoing a two-year treatment for cancer and bone marrow transplant, our service controller, Osvin Tee, was welcomed back to work and assigned a buddy to guide him through any new processes, procedures and software that were introduced during his absence. SBS Transit is glad to support him in his recovery and return to work.



REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, PEOPLE AND COMMUNITIES

SBS TRANSIT EDUCATION AWARD

Since 1987, we have been presenting the annual SBS Transit Education Award to recognise the academic and extracurricular accomplishments of our employees' children. This award aims to inspire and motivate the students to strive for excellence in their education. In 2022, a total of 88 Education Awards were granted to the children of our employees.



KEEPING ACTIVE

To promote a culture of wellness, SBS Transit continued to participate in the Health Promotion Board's HPB National Steps Challenge Corporate Challenge for the seventh year. With a record number of more than 600 staff who took part, SBS Transit was placed in the HPB's Corporate Challenge Leaderboard for the first time in 2022.

In collaboration with our healthcare provider, Fullerton Health Group, we launched a five-part exercise video targeting the neck, shoulders, back, arms and legs to alleviate pains and aches often experienced by our staff due to the nature of their work.



FLU VACCINE

We demonstrate our commitment to employee health and safety by bearing the cost of voluntary flu vaccinations for frontline employees. This reduces the risk of absenteeism and minimises a drop in productivity from contracting the flu.

REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, PEOPLE AND COMMUNITIES

OUR PERFORMANCE AND LOOKING FORWARD

In 2022, SBS Transit was recognised with several awards and accolades for our efforts in creating a positive and supportive work environment. We were included in The Straits Times' Best Employers list for companies based in Singapore and received the National Workplace Learning Organisation of Excellence (Platinum), which is the highest accolade from the National Centre of Excellence for Workplace Learning (NACE). We were one of the 11 winners recognised by Silver Ribbon for our efforts to promote workplace mental health and well-being. We also received two awards at the annual HR Asia's Best Companies to Work for in Asia for being one of the best companies to work for and for our digital transformation efforts.



DIVERSITY, EQUAL OPPORTUNITY, HUMAN RIGHTS, AND FAIR LABOUR

WHY THIS ISSUE IS MATERIAL

We strongly advocate for diversity and inclusivity at SBS Transit because we believe that new and diverse perspectives within our organisational strategies, discussions, meetings, and solutions can augment our service offerings. A holistic workforce with a wide pool of talent allows us to better comprehend the varying needs of our customers and industry demands.

HOW WE MANAGE THIS

SBS Transit provides a fair and supportive work environment for all our workers, reinforcing anti-discrimination policies to ensure no employees is discriminated against based on age, gender, marital status, sexual orientation, disability, race, colour, nationality, ethnicity, religion or affiliation to any political party or trade union. From our hiring processes to our management processes, we continuously welcome diverse voices and perspectives in our workplace.

Our commitment to the Tripartite Alliance for Fair and Progressive Employment Practices, which SBS Transit has been a member of since 2018, is reflected in our policies for diversity and inclusion. We adopted a fair and progressive employment policy from our parent company, ComfortDelGro. The policy outlines a strict no discrimination, favouritism or biasedness policy against employees or job applicants who may be physically or mentally less able, or from different ethnic groups or religions.

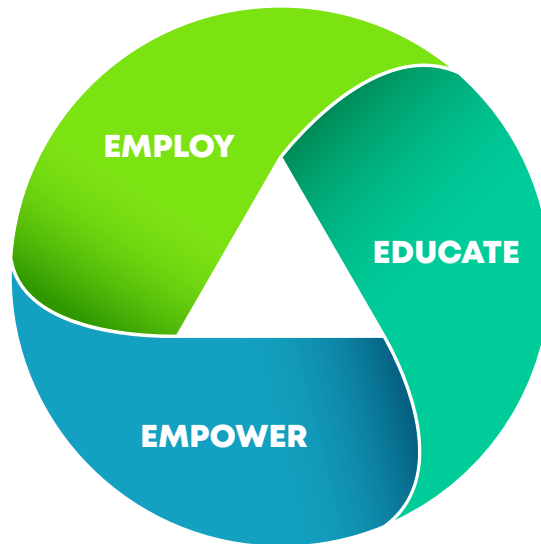
To support Persons with Disabilities (PWDs), we put in place a new 3E framework - Employ, Educate and Empower - where we create an inclusive workplace and employ PWDs in different roles through a phased approach to trial and assess the feasibility of doing so.

In line with Singapore's target to achieve 40% of working-age PWDs employed by 2030, we have committed \$5 million over five years from 2023 to fund various 3E initiatives. These initiatives include employing PWDs to support our frontline customer experience and backend operational or corporate support roles.

REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, PEOPLE AND COMMUNITIES

OUR PERFORMANCE AND LOOKING FORWARD

Inclusive Employment of PWDs in selective roles



Education of staff and public on being an Inclusive employer and changing internal culture to embrace having more PWDs

Indirect Empowerment of PWDs through
 - leveraging on certain manual/repetitive work
 - procuring services / goods (bentos, gifts, artworks etc)

GENDER AND ETHNIC DIVERSITY

SBS Transit is committed to providing equal opportunities for all its employees, regardless of their gender or ethnicity. To achieve this, we comply with government regulations and policies on human and labour rights. In our recruitment advertisements, we are mindful to exclude requisites indicating age, race, gender, and religion. Additionally, we continuously strive to increase the number of female employees in our traditionally male-dominated industry. To promote female inclusivity, we strongly advocate for female representation in our workforce and in leadership positions, as guided by our Diversity, Equity, and Inclusion (DEI) Policy. We have a 30% female representation at the Board level, which exceeds Singapore’s Council for Board Diversity’s stipulated target.

SBS Transit is designing a Diversity and Inclusion framework to connect all our efforts and also identify potential gaps in our system to address diversity challenges and inclusiveness, including mental wellness. In 2022, SBS transit had zero incidents of discrimination and aims to maintain it as such.

	ABSOLUTE		PERCENTAGE	
	MEN	WOMEN	MEN	WOMEN
Board (Governance Bodies)	7	3	70%	30%
Executive and above	746	155	83%	17%
Non-executives	8,341	802	91%	9%
Overall workforce (excluding Board)	9,087	957	90%	10%

REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, PEOPLE AND COMMUNITIES



RECRUITMENT, SELECTION AND PROMOTION

All employees are required to undergo an annual performance and career development review to assess their competency and contributions. Our promotion process is based on the appraisals and individual merit of our employees.

As a member of the TAFEP, our recruitment and selection processes identify individuals with an adequate combination of skills, knowledge, experience, and personal values that align with SBS Transit's culture, vision, and beliefs.

In the event of complaints of discriminatory or malpractice, we encourage our employees to report the incident to either our Management, the Union, or Authorities responsible for employment matters. Employees and external parties are able to leverage our Whistleblowing Policy as a mechanism to raise concerns about potential and possible improprieties in ethical behaviour or other inappropriate business conduct. Our Whistleblowing Policy ensures the confidentiality of whistle-blowers to protect them against reprisals within limits of the law.

REMUNERATION

Our remuneration review criteria entail grading, position, experience, and analysing the current job market. The performance of our employees is measured based on mutually agreed key performance indicators (KPIs), such as the Balanced Scorecard, to ensure equity and transparency in our remuneration decisions. We incorporate the support of sustainability initiatives into the assessment of employee performance, as reflected as a KPI. For example, for Bus Captains, we closely monitor their driving habits through telematics to avoid unnecessary idling and revving during their operational working hours. Transgressors are counselled and recalcitrant Bus Captains are penalised in their performance scores, which will have a bearing on their annual increments and bonuses.

To encourage better performance and integrate SBS Transit's commitment towards the environment and social impact on our senior executives, we tie their remuneration to their performance on these factors. The remuneration, including annual increments, bonuses, and promotions of senior management, Senior Vice Presidents and above, are approved by the Nominating and Remuneration Committee (NRC).

We review our remuneration processes yearly and update our strategies to address any gaps identified by our stakeholders to capture continual development. Since 2020, we have been engaging an external remuneration consultant to conduct a benchmarking exercise for the annual total compensation of Department Heads and above.

In 2022, we improved the compensation package of our employees. Through our negotiations with the National Transport Workers' Union, we ensured annual increments and bonuses commensurate with the Company's performance while accounting for wage indexation provided in our bus contracting packages. For Executives, their compensation follows general alignment with what is negotiated for non-Executives.

As part of our ongoing effort to review the salaries of non-executive staff, we granted a salary adjustment to eligible non-executives in November, increasing the minimum points of all the salary ranges by \$100 and the maximum points of the salary ranges by up to \$225.

REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, PEOPLE AND COMMUNITIES

PRODUCTIVITY SHARING, ADVANCE BONUS

In partnership and consultation with NTWU, SBS Transit launched the Productivity Payment scheme in 2022, where 50% of savings reaped from productivity initiatives are shared with our employees. This scheme aims to reward and encourage staff to reduce costs on various fronts to counter the high costs of running our Bus and Rail operations.

To help employees cope with the rising cost of living caused by supply chain disruptions resulting from the Ukraine-Russia war and COVID-19 pandemic, SBS Transit distributed an additional one-off productivity payment from the balance of the 2021 productivity savings. An exception was also made to distribute 0.5 month of the FY2022 bonus payment to eligible employees in Q4, ahead of the usual pay-out in March 2023.

FLEXIBLE WORK ARRANGEMENT

SBS Transit supports our employees in achieving a healthy work-life balance. Our Employee Handbook establishes the company's work and leave policies that promote flexible working arrangements, accommodating family or caregiving responsibilities, cultural and religious commitments.

Managers are encouraged to support team members who require flexible working arrangements and consider job redesign or remote work as needed.

EQUAL OPPORTUNITY EMPLOYMENT

We encourage our employees in leadership positions to consider diversity and inclusivity in their daily roles. We aim to achieve zero discrimination cases and foster diversity and inclusivity in our organisation. We urge our employees to maintain effective communication, and report any discriminatory acts. In 2022, we are pleased to report that we did not receive any formal complaints of discrimination cases.

HUMAN RIGHTS AND FAIR LABOUR

Compliance with human and labour rights regulations is critical at SBS Transit as it is integral to our labour relations and the management of our employees and operations. In 2022, 77% of our employees were covered by Collective Agreements.

Our Human Rights Policy (see Annex B) outlines our obligation to fair employment practices, freedom of association and the right to collective bargaining, ethical labour practices, fair and safe working conditions, diversity, and inclusion.

To further emphasise the importance of human rights and fair labour practices, we conduct employee training on human rights policies and procedures to ensure full compliance with regulations. We aim to instil the importance of enabling fair labour practices among our employees.

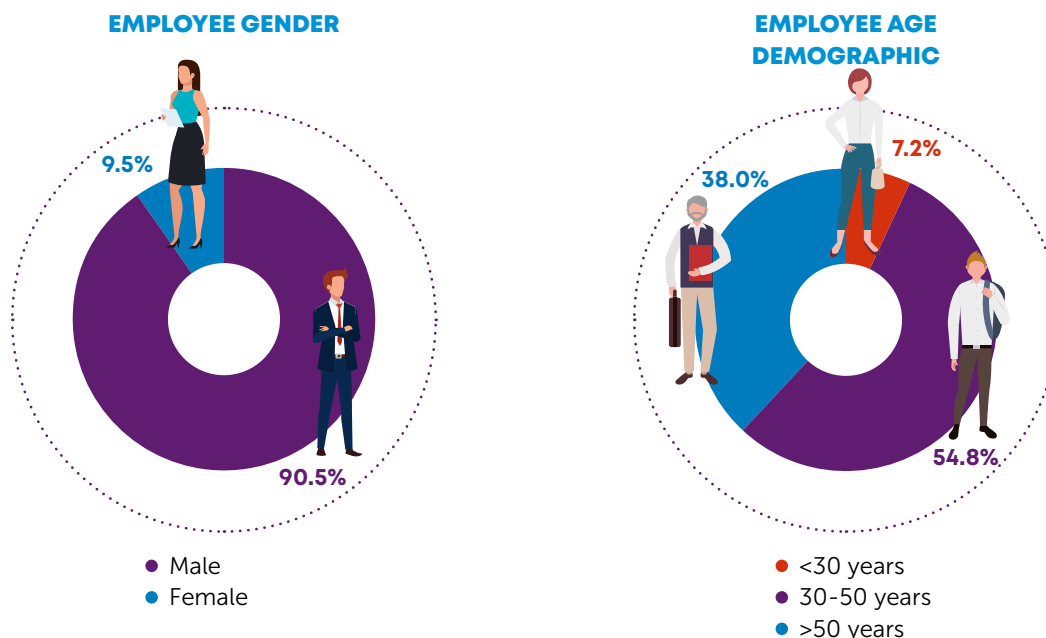
LAW SUIT

Between 20 September 2019 and 1 March 2020, 13 Bus Captains commenced legal proceedings against SBS Transit in relation to, inter alia, working hours, overtime pay, rest days, and pay for work on rest days and public holidays. This legal suit came to a close with all the claims dismissed in the High Court in August 2022. Following the verdict, there was no appeal put forth by the lawyer representing the plaintiff, Mr Chua Qwong Meng, whose suit was a test case binding on the other Bus Captains. We had defended our case with vigour as we had not only complied with the Employment Act but had also gone beyond in the interest of our drivers.

Notwithstanding the verdict, we proceeded to align the contracts for our Bus Captains to 44 hours per week to avoid any misunderstanding going forward. This is in line with the recommendation of a Tripartite Taskforce, chaired by MOM with PTO and NTWU representatives, of establishing key employment terms to affected employees. The key employment items in this case include working hours, retirement, and reemployment policies, among others. We worked with our Legal team and leveraged support from NTWU on the necessities required in briefing our Bus Captains regarding the shift to 44 hours per week. This has been implemented in 2023.

REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, PEOPLE AND COMMUNITIES

OUR PERFORMANCE



GRI 2-7: Employees

TOTAL NUMBER OF EMPLOYEES*	MALE	FEMALE	TOTAL
PERMANENT/ FULL-TIME EMPLOYEES			
Total	8,961	924	9,885
<30 years	636	77	713
30-50 years	4,931	551	5,482
>50 years	3,394	296	3,690
TEMPORARY EMPLOYEES			
Total	22	5	27
<30 years	5	2	7
30-50 years	15	3	18
>50 years	2	0	2
NON-GUARANTEED HOURS EMPLOYEES			
Total	104	28	132
<30 years	0	1	1
30-50 years	4	4	8
>50 years	100	23	123

*All our employees and workforce are in Singapore, employee numbers are reported at the end of the reporting period

GRI 401-1: New employee hires and employee turnover

	NUMBER OF NEW HIRES	RATE OF NEW HIRES	NUMBER OF TURNOVERS	RATE OF TURNOVER
GENDER				
Male	1,177	11.72%	972	9.68%
Female	169	1.68%	445	4.43%
Total	1,346	13.40%	1,417	14.11%
AGE GROUP				
<30 years	289	2.88%	169	1.68%
30-50 years	909	9.05%	712	7.09%
>50 years	148	1.47%	536	5.34%

REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, PEOPLE AND COMMUNITIES

GRI 401-3: Parental leave (Child care leave)

	MALE	FEMALE
Total number of employees who were entitled to parental leave	6,568	520
Total number of employees who took parental leave	174	19
Total number of employees who returned to work in the reporting period after their parental leave ended	174	19
Total number of employees who returned to work after their parental leave ended and remained employed 12 months after their return to work	155	17
Return to work rate of employees who took parental leave	1	1
Retention rate of employees who took parental leave	0.85	0.94

REGION	SINGAPORE
Individuals within the organisation's governance bodies	10

GRI 405-1: Diversity of governance bodies and employees

	BOARD (GOVERNANCE BODIES)	SENIOR MANAGEMENT	MIDDLE MANAGEMENT	OPERATIONS & SUPPORT EMPLOYEES	OVERALL WORKFORCE (EXCL. BOARD)
GENDER					
Male	7 (70%)	44 (90%)	702 (82%)	8,341 (91%)	9,087 (90%)
Female	3 (30%)	5 (10%)	150 (18%)	802 (9%)	957 (10%)
AGE GROUP					
<30	0 (0%)	0 (0%)	47 (5%)	674 (7%)	721 (7%)
30-50	0 (0%)	15 (31%)	517 (61%)	4,976 (55%)	5,508 (55%)
>50	10 (100%)	34 (69%)	288 (34%)	3,493 (38%)	3,815 (38%)

GRI 405-2: Ratio of basic salary and remuneration of women to men

	MALE	FEMALE
SENIOR MANAGEMENT		
Basic salary	1	0.76
Remuneration	1	0.94
MIDDLE MANAGEMENT		
Basic salary	1	1.02
Remuneration	1	0.85
OPERATIONS & SUPPORT EMPLOYEES		
Basic salary	1	1.06
Remuneration	1	0.89

GRI 2-21: Annual total compensation ratio

Ratio of highest paid: median value	13.6 : 1
Percentage increase in annual compensation for organisation's highest paid individual	18.82%
Median percentage increase in annual compensation for all employees (excluding the highest-paid individual)	7.42%
Ratio of percentage increase in highest paid: median value	2.5 : 1

REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, PEOPLE AND COMMUNITIES

GRI 402-1: Labour management relations

Minimum number of weeks' notice typically provided to employees and their representatives prior to the implementation of significant operational changes that could substantially affect them	No stipulated timeline, based on operational exigencies mutual respect and agreement on a reasonable basis
For organisation's with collective bargaining agreements, report whether the notice period and provisions for consultation and negotiation are specified in collective agreements.	NA

GRI 2-30: Collective bargaining agreements

Percentage of total employees covered by collective bargaining agreements	77%
For employees not covered by collective bargaining agreements: Whether working conditions/employment terms are based on collective bargaining agreements that cover other employees/from other organisations	<p>All employees are covered by employment contracts and applicable statutory requirements that governs employment in Singapore.</p> <p>SBS Transit is a signatory of the Employers' Pledge of Fair Employment Practices Pledge under the TAFEP that has been set up by the tripartite partners of the MOM, NTUC, and Singapore National Employers Federation, to promote the adoption of fair, responsible and progressive employment practices. Since the inception of Tripartite Standards in 2018, SBS Transit has also applied for 6 of them: Age-Friendly Workplaces, Employment of Term Contract Employees, Flexible Work Arrangements, Grievance Handling, Recruitment Practices and Work-Life Harmony.</p>



REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, PEOPLE AND COMMUNITIES

SOCIAL ECONOMIC CONTRIBUTION

WHY THIS ISSUE IS MATERIAL

In spite of the COVID-19 pandemic, SBS Transit continued to participate in philanthropic activities to amplify its social impact. Giving back to the community, particularly vulnerable communities that may have struggled through the pandemic, is a critical element of our corporate culture. Endowments to our community helps us to sustain a strong relationship with members of the community that we serve and operate in.

OUR INITIATIVES



SCHOOL ENGAGEMENT PROGRAMME

Since its inception in 2008, our school engagement programme has been instrumental in promoting the importance of safety on public transportation. With the lifting of the pandemic's restrictions during the year under review, we conducted both virtual and physical school talks and learning journeys. These school engagements educate primary and secondary students on essential safety and graciousness messages such as giving up seats for the needy and awaiting behind the



HOW WE MANAGE THIS

We sponsor free rides, offer cash sponsorships and donations, and provide free advertisement spaces and commercial airtime on the electronic displays at our bus interchanges, as well as actively organise a plethora of activities to engage the community and maximise our social impact. We continuously explore new avenues to leave a positive mark on society.

We also engage and inform our stakeholders about our actions and initiatives related to our social economic contributions via Board reports, meetings, annual reports, social media, and management meetings.

yellow line at interchanges or at bus stops. In March 2022, we also conducted a virtual talk to students of the Nan Hua High School to promote awareness of Environmental Sustainability in Public Transportation.

Our Adopt-A-Station/Interchange programme continues with 21 schools to-date, providing free use of space to showcase the artistic talent of their students. Through this, we aim to help schools build affinity with the respective stations/interchanges. In 2022, we worked with Pei Hwa Presbyterian Primary School, Nanyang Girls' High School, and Methodist Girls' School to bring cheer to passengers through artworks with uplifting messages and visuals displayed at selected stations.



APPRECIATING OUR FRONTLINE EMPLOYEES

Continuing on from 2021, our annual signature CARES kindness month in May 2022 provided an opportunity for students to demonstrate their appreciation for our public transport workers. Students from 26 schools brought approximately 1,330 personalised thank-you cards, notes, and gifts to appreciate our staff, bringing cheer and big smiles to their day.

REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, PEOPLE AND COMMUNITIES



OUTING FOR MIGRANT WORKERS

Working with HealthServe, we sponsored chartered bus rides for 80 migrant workers to the Jurong Bird Park and River Wonders. We also donated \$10,000 to MigrantWell, a fund created by the Singapore Business Federation Foundation, to promote the well-being of migrant workers.



COMMERCIAL SPACES FOR THE COMMUNITY

To support communities, we provided social service agencies, registered charities, and local authorities with gratuitous use of our commercial spaces in bus interchanges and stations. As part of this initiative, we also provided free advertising space to The Helping Hand, a half-way house for recovering drug addicts, and the Singapore Police Force to promote their fundraising efforts and anti-scam publicity campaigns, respectively.

PROJECT MAGIC CARES VAN

We resumed the Project MAGIC CARES Van programme in December 2022, after a hiatus of over two years due to the pandemic. The project, in collaboration with I'm Soul Inc, is aimed at providing music-making engagement to support the elderly, their families, and caregivers. In partnership with the Lions Befrienders and Presbyterian Community Services, 24 staff members participated in the project in the Strathmore and Ang Mo Kio neighbourhoods, engaging approximately 100 elderly persons each week.



OUR PERFORMANCE

Moving forward, we are committed to continuing our efforts to give back to our community through engagement programmes and philanthropic activities focused on helping those in need. As part of SBS Transit 50th anniversary celebrations in 2023, we will be organising a charity run where the Company will donate the participants' registration fees and match the amount collected dollar-for-dollar with all proceeds going towards the Community Chest.