

# Reinforcing our social responsibility to our customers, employees, and communities

Our customers, employees, and communities are at the heart of everything we do. Committed to safety, reliability, and innovation, we constantly strive to enhance service and build a more accessible, future-ready transport system for all.



Safety and  
Health



Employee  
Care



Customer  
Experience



Social  
Economic  
Contribution

## REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES AND COMMUNITIES

### SAFETY AND HEALTH

#### Safety and Health

Prioritising the well-being and safety of our employees, passengers, and the communities we serve



The safety of all employees, customers, tenants, contractors, and business partners is a non-negotiable priority across all operational activities. We are committed to fostering a robust safety culture and implementing comprehensive management systems to meet our safety objectives and enhance performance.

#### CUSTOMER SAFETY AND HEALTH

As a trusted long-term transport service provider, prioritising the well-being of our customers and commuters is a fundamental aspect of our CARES 5.0 framework. SBS Transit's Safety and Health Policy highlights the critical importance of upholding safety throughout our train and bus operations and facilities, with a strong focus on our customers' well-being. We actively involve our stakeholders by keeping them informed about corrective actions and mitigation measures aimed at preventing any breaches in customer safety.

To demonstrate our commitment to creating and maintaining a secure environment for our customers, our Bus and Rail Safety Teams hold monthly Management Meetings to review and analyse safety statistics. These meetings involve closely monitoring significant incidents or accidents, formally examining actions taken from investigations, and developing resolutions through the implementation of suitable mitigation measures.

The Safety Focus Group continues to serve as a forum where our Bus Captains regularly meet with Interchange Managers, supervisors, or service mentors to discuss and update on safety matters. Attendance is compulsory for all Bus Captains who have recently been involved in accidents. Representatives from NTWU also sit in during these focus groups to provide support to Bus Captains and ensure that customer safety remains a primary concern.

All accidents and near misses are thoroughly investigated to determine both immediate and root causes. Remediation measures are then developed to prevent similar incidents in the future. Over the years, our accident prevention strategies have included procedural improvements, reinforcement of rules, stringent departmental work instructions, enforceable operating procedures, the adoption of technology, and updates to training courses that incorporate lessons learned from past incidents.

We maintain open communication with our customers via the SBS Transit Customer Care hotline or email. Customer Care Officers respond to safety-related feedback from passengers, which is then assessed and addressed in collaboration with our Safety, Operations, and Engineering departments through the Feedback Management Portal.



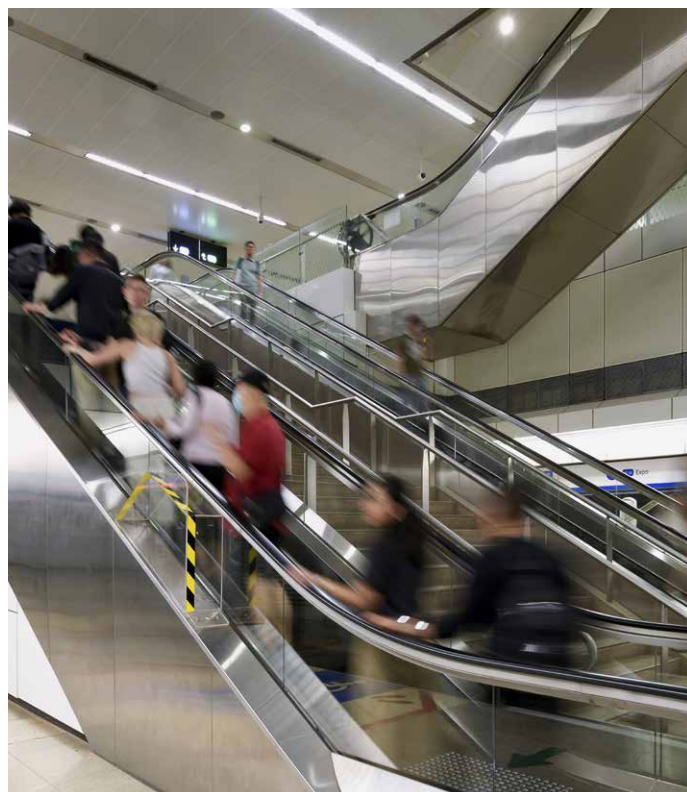
## REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES AND COMMUNITIES

### SAFETY AND HEALTH

#### Escalator Safety Enhancement

We continue to take a data-driven approach in analysing escalator safety cases to guide the implementation of impactful safety initiatives. In 2024, we expanded the installation of dual speed escalators on DTL stations, from 13 escalators across 4 stations to 26 escalators across 8 stations. These escalators operate at a slower speed of 0.5 m/s during off-peak hours to minimise the risk of accidents.

Additionally, Customer Service Assistants are stationed near escalators to assist commuters who may require assistance, such as the elderly or those carrying bulky items, by educating them on escalator safety and advising them to use the lift.



#### Automated External Defibrillators-on-Buses Programme

To enhance community first-response capabilities, we have partnered with the Singapore Heart Foundation and the Singapore Civil Defence Force to expand the availability of roving Automated External Defibrillators (AEDs) via public buses. As the first public bus operator to participate in this initiative, we are committed to bringing life-saving resources closer to those in need. This programme, encompassing 53 public buses and 3 patrol cars strategically deployed in industrial areas and regions lacking AED availability, complements our existing network-wide AED provisions at all bus interchanges and MRT stations. Furthermore, all our Bus Captains are trained in first aid, resuscitation, and fire safety, equipping them with essential incident response and life-saving skills.

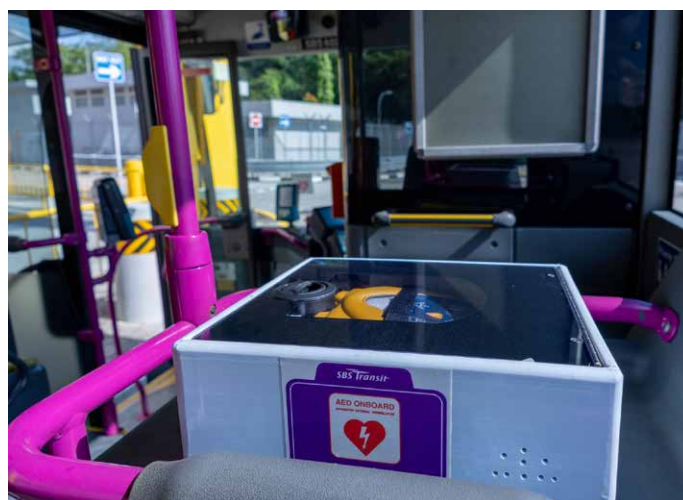


Photo Credit: Singapore Civil Defence Force

## REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES AND COMMUNITIES

### SAFETY AND HEALTH

## Driving Safety Forward with Innovative Technologies

Developed in collaboration with ST Engineering, this pioneering 360-degree advanced collision warning system is designed to enhance vigilance among our Bus Captains. The system employs a network of cameras, advanced AI video analytics, and machine learning technology to provide comprehensive coverage of blind spots and real-time alerts.

### AGIL DriveSafe+

Developed in collaboration with ST Engineering, AGIL DriveSafe+ is a pioneering 360-degree advanced collision warning system designed to enhance vigilance among our Bus Captains. The system employs a network of cameras, advanced AI video analytics, and machine learning technology to provide comprehensive coverage of blind spots and real-time alerts.

The system's key features include:

- **Blind Spot Detection:** Four wide-angle cameras at the front, sides, and rear, the system offers 360-degree coverage to monitor the bus's blind spots.
- **Alert Mechanisms:** Integrated blinkers with buzzers alert nearby pedestrians and cyclists. Additionally, a display interface with audio prompts alerts Bus Captains to potential collisions.
- **AI-Powered Detection:** Utilising machine learning algorithms, the system distinguishes between vulnerable road users and vehicles in various scenarios, minimising false alerts.
- **Advanced Driver Awareness:** The system features lane departure warnings, headway monitoring, and forward collision alerts to further enhance driver awareness.



One of four wide-angle field-of-view cameras installed to provide comprehensive coverage of blind spots.



The headway monitoring screen displays the time in seconds to the vehicle in front, and alerts the Bus Captain if the bus moves beyond its current driving lane without signalling its intentions.

## REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES AND COMMUNITIES

### SAFETY AND HEALTH

#### Opening of Bus Captain Training and Certification Centre

Opened in April 2024 at Ulu Pandan Bus Depot, the centre aims to elevate Bus Captains' driving skills, road safety expertise, and service excellence. Through the centre, we invest heavily in advanced technology to enable our Bus Captains to be proficient and safe drivers.

Some examples include:

- **ClickDrive:** Wide-angled cameras and sensors are used to capture high-definition footage of driving sessions, enabling trainers to evaluate trainees' driving competency more effectively
- **Hazard Awareness Training and Test:** An in-house developed system that trains trainees to identify road hazards using real-life bus footage and gamification techniques
- **iSMART:** A Mixed Reality training simulator that allows trainees to practise their customer service skills in an immersive virtual environment.



With the help of our ClickDrive training system, CEO of Bus Business Mr Lim Tien Hock (left) could review his driving session together with Assistant Chief Driving Instructor Mr Peh Tze Hao (right).

Area of Impact:

R&D, Technology and Innovation

Customer Experience

#### Our 2024 Performance and Looking Forward

In 2024, we had zero instances of regulatory non-compliance leading to fines, penalties, or warnings for health and safety. Furthermore, there were no customer or passenger injuries related to our maintenance works.

However, our buses were involved in four fatal traffic accidents. Our Bus Captains were found at fault in three cases but not in one. To prevent similar incidents from happening again, SBS Transit implemented comprehensive measures including sharing previous cases to raise awareness among Bus Captains, enhancing training programmes, conducting stricter enforcement checks, and emphasising defensive driving skills. In one of these cases, our Bus Captain succumbed to his injuries after the bus he was operating collided into a tree. The underlying cause of the accident is still under investigation by the state coroner.

We shared this case with all Bus Captains, stressing the importance of stopping the bus and calling operations control for assistance if they are unwell en route.

We are committed to maintaining strict safety standards through continuous safety education and enforcement, fostering a safe driving culture to continually reduce at-fault traffic accidents, with the ultimate goal of zero incidents.

In recognition of our unwavering dedication to safety, we are proud to announce that at the LTA Singapore's Public Transport Safety and Security Awards 2024, we were honoured with the Excellence Award for the Sengkang-Punggol LRT. Additionally, we received Merit Awards for the North-East Line and the PT209 Serangoon-Eunos Bus Package.

#### Bus Road and Passenger Safety

	2022	2023	2024
<b>Road and passenger fatalities</b>	3 (inclusive of 2 not-at-fault cases)	3 (inclusive of 2 not-at-fault cases)	4 (inclusive of 1 not-at-fault case)
<b>Passenger injuries – including 3<sup>rd</sup> party (Rate per million passengers)</b>	289 (0.46)	367 (0.42)	325 (0.38)
<b>Number of bus accidents per 100,000km</b>	0.1	0.1	0.1

## REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES AND COMMUNITIES

### SAFETY AND HEALTH

#### EMPLOYEE AND CONTRACTOR SAFETY AND HEALTH

We maintain a collective responsibility for the safety and well-being of our organisation, business partners, and contractors at all levels. Our management team is committed to safeguarding the safety of our employees and contractors by enforcing strict adherence to regulations like the Workplace Safety and Health Act, and with open dialogue for prompt safety concern resolution. Department heads and managers proactively identify and mitigate hazards through risk assessments and inspections, ensuring legal compliance. All safety incidents involving staff, contractors, or the public are thoroughly investigated, with necessary corrective actions.

We uphold a strong duty of care by ensuring that all parties maintain excellent WSH standards and implement work processes in compliance with the WSH (Risk Management) Regulations. Risk assessment and hazard identification are carried out during safety incident reviews, Rail and Bus Business Meetings, and Safety Steering Committee Meetings. Feedback from these reviews is closely monitored, with in-depth analyses conducted in high-risk areas. Control measures are then established to prevent recurrence of incidents.

Our Safety and Health policy outlines our key priorities regarding operational and workplace health and safety for employees and contractors. This includes compliance with statutory and licensing requirements, preventing injuries and loss of life, fostering a health and safety-focused culture, and encouraging worker participation. SBS Transit also ensures that all personnel, including employees and contractors, receive the necessary training to identify, assess, and eliminate potential hazards in their daily duties.

#### Strengthening our occupational health and safety management systems

Our WSH Risk Management Procedure is designed to identify and address safety and health risks through risk assessments and the implementation of appropriate control measures before any work commences. Mitigation measures are determined by identifying relevant interim and permanent controls using the hierarchy of controls based on the level of risk identified. The review of risk assessments is conducted every three years, following accidents, or when significant changes occur in work processes.

All team leaders responsible for conducting risk assessments must complete and pass the Workforce Skill Qualification (WSQ) Risk Management Course. This course prepares participants to identify workplace hazards, assess their likelihood and severity, and understand the documentation process for the WSH risk register.

Our Safety Management System is comprehensively reviewed during the annual management review meeting, following internal and external certification audits. This process ensures continuous improvement and enhances our confidence in the effectiveness of our safety measures, supported by regular updates to safety instructions and procedures.

Accredited external certification bodies perform annual external audits, which include onsite physical workplace assessments. Internal inspections and safety observations are also conducted to identify and mitigate potential workplace hazards. Monthly safety inspections are carried out by department heads, managers, executives, and WSH Officers, while Senior Management and union representatives conduct quarterly safety walkabouts.

Our Hazard Incident Report System and Incident Reporting and Investigation Reports Procedure utilise the People Environment Equipment Procedures Organisation methodology to investigate all incident reports. This approach uses the Reason Model Analysis to identify breaches in active failures, focusing on human errors and environmental risks or other triggering events. Additionally, SBS Transit has implemented the Bus Interchange Depot Access Request (BIDAR) System for temporary and contract employees, ensuring the pre-evaluation of safety hazards and accountability through required documentation, work processes, and relevant certificates.

In 2024, SBS Transit was awarded with the ISO 45001 Occupational Health and Safety Management System certification, confirming our full compliance with the Workplace Safety and Health Act and the Ministry of Manpower's Approved Codes of Practice. This certification highlights our dedication to promoting health and safety through a comprehensive management system that effectively manages potential risks and hazards. Our health and safety management system applies to all employees, excluding contractors.



## REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES AND COMMUNITIES

### SAFETY AND HEALTH

#### Cultivating Collaborations at the Annual Safety Symposium

Centered around the theme “Leveraging Technologies and Partnerships to Improve Workplace Safety”, the Safety Symposium explored ways to enhance workplace safety in the public transport industry by examining the role of technological innovation, fostering collaborative partnerships with businesses to jointly develop safety solutions and initiatives, and recognising the contributions of our safety-conscious partners and employees through the presentation of Safe Business Partner awards.

Dr Amy Khor, Senior Minister of State, Ministry of Sustainability and the Environment and Ministry of Transport (in purple) observed the demonstration of the Golden Eye system as Mr Lim Tien Hock (extreme right), CEO of SBS Transit Bus Business, explained how the system provides real-time feedback to our Bus Captains through audio, visual and haptic alerts, to keep them focused on the road. (Photo credit: Ministry of Transport)



## Championing Contractor Safety Through Engagement

Established in 2024, the Slips, Trips, and Falls Workgroup engages our contractors and business partners on a quarterly basis. This platform proactively identifies potential hazards and unsafe work behaviors within SBS Transit premises, enabling prompt corrective action. Through the Workgroup, partners and contractors gain access to relevant training programmes that empower their employees to identify safety issues and develop their own comprehensive safety programmes.

In recognition of our commitment to contractor workplace safety and health, SBS Transit was appointed, for the second time, as a Workplace Safety and Health Advocate by the WSH Council and recognised as a bizSAFE Partner for the second consecutive year.



Quarterly engagement brings together contractors, business partners, safety champions and the Union.



Mr Jeffrey Sim, Group CEO of SBS Transit, received the bizSAFE Partner Award at the Workplace Safety and Health Awards held on 30 July 2024.

## REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES AND COMMUNITIES

### SAFETY AND HEALTH

#### Engineered for Safety and Efficiency

Innovation and technology are crucial drivers of progress, and at SBS Transit, innovation is deeply ingrained in our core values. We continuously explore and implement innovative solutions to enhance workplace safety and health for our employees. For example:

- A brake-caliper Lifter that enhances safety during bus caliper replacements
- A customised Telescopic Pole equipped with a camera that allows technicians to safely inspect bus roofs, reducing the risks associated with working at heights
- A motorised Track Trolley that reduces errors, improves ergonomics, and enhances productivity during track alignment and measurement work.

These initiatives were awarded the WSH Innovation Award and WSH Tech Award at the WSH Awards 2024 and Star Award at the LTA Singapore Public Transport Safety and Security Awards 2024, respectively.

Brake-caliper Lifter



Customised  
Telescopic Pole



#### Our 2024 Performance and Looking Forward

In 2024, we achieved a significant improvement in the overall Work-Related Injury Rate (WIR) per 100,000 employed persons, falling from 186.2 to 109.5. This reduction is a testament to the effectiveness and positive impact of our ongoing and comprehensive efforts to improve workplace safety.

Demonstrating our commitment, SBS Transit was recognised as a champion of WSH and one of the 18 firms appointed as a WSH Advocate during the Singapore WSH Conference 2024 where we also received the WSH Performance (Silver) Award. Our team's dedication was further acknowledged at the LTA Singapore Public Transport Safety and Security Awards 2024, we received 12 Special Commendation Awards for preventing potential safety incidents and 11 Star Awards for developing new tools, systems and processes to enhance safety and security in the course of their work.

Despite these achievements, we remain focused on minimising and eliminating injuries. Our analysis has identified three high-consequence injury areas: slips, trips, and falls; traffic accidents; and injuries due to missteps. To mitigate these risks, we are enhancing continuous awareness, education, and the enforcement of standard operating procedures.

We are committed to preventing workplace incidents while strictly adhering to all health and safety regulations and take prompt corrective action following any incident. To ensure continuous improvement, we continuously invest in comprehensive training, regular drills, and exploring innovative technologies to enhance employee safety and security, with the goal of achieving a zero-injury workplace.



## REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES AND COMMUNITIES

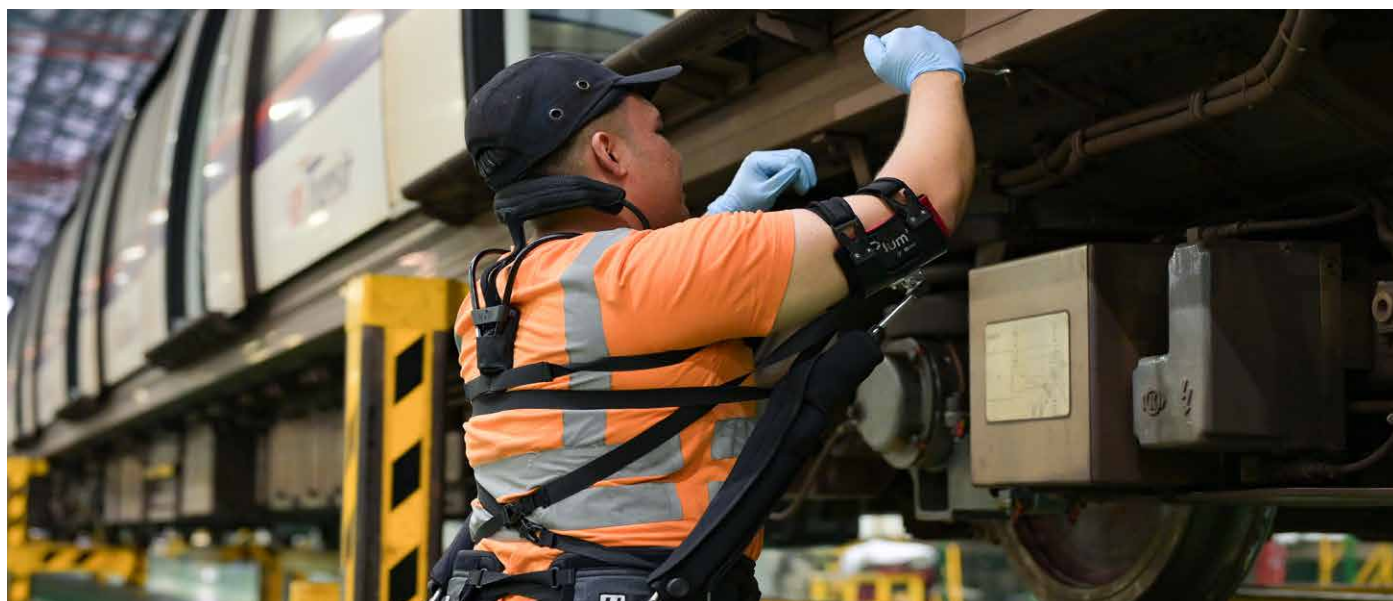
### SAFETY AND HEALTH

#### GRI 403-9: WORK-RELATED INJURIES SASB STANDARDS ROAD AND RAIL TRANSPORTATION: TR-RO320A.1 AND TR-RA320A.1

WORK-RELATED INJURIES	FOR ALL EMPLOYEES	FOR WORKERS WHO ARE NOT EMPLOYEES BUT WHOSE WORK AND/OR WORKPLACE IS CONTROLLED BY THE ORGANISATION
Number of fatalities from work-related injuries	0	0
Number of high-consequence work-related injuries	0	0
Number of recordable work-related injuries	13	2
Main types of work-related injury	Slips, trips and falls	Slips, trips and falls
Number of hours worked	27,789,110	6,497,936
<b>OCCUPATIONAL HEALTH AND SAFETY RATES<sup>15</sup></b>		
Rate of fatalities from work-related injuries	0	0
Rate of high-consequence work-related injuries	0	0
Rate of recordable work-related injuries <sup>16</sup>	0.47	0.31

#### GRI 403-9: RECORDABLE WORK-RELATED INJURY FOR ALL EMPLOYEES<sup>17</sup>

	BUS			RAIL		
	2022	2023	2024	2022	2023	2024
Number	25	20	11	7	7	4
Rate	1.22	0.70	0.46	1.21	0.86	0.49



<sup>15</sup> Multiplier used to calculate occupational health and safety rates is 1,000,000

<sup>16</sup> 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

<sup>17</sup> 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. The total number of man hours for 2024 Bus employees is 21,556,382 and Rail 6,232,728 hours, while Bus contractors is 2,304,000 and Rail 1,874,064 hours

## REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES AND COMMUNITIES

### SAFETY AND HEALTH

#### WORK-RELATED INJURY RATE (WIR) PER 100,000 EMPLOYED PERSONS

WIR PER 100,000 EMPLOYEES <sup>18</sup>	2022	2023	2024
Bus	245.3	188.0	106.4
Rail	191.8	181.3	119.0

#### GRI 403-10: WORK-RELATED ILL HEALTH

WORK-RELATED INJURIES	FOR ALL EMPLOYEES	FOR WORKERS WHO ARE NOT EMPLOYEES BUT WHOSE WORK AND/OR WORKPLACE IS CONTROLLED BY THE ORGANISATION
Number of fatalities from work-related ill health	0	0
Number of recordable work-related ill health	0	0

#### SASB STANDARDS ROAD TRANSPORTATION: TR-RO-540A.1: ACCIDENT AND SAFETY MANAGEMENT

ACCIDENT AND SAFETY MANAGEMENT	TOTAL RECORDABLE INCIDENT RATE (TRIR) <sup>19</sup>	TOTAL FATALITY RATE
Direct employees	0.10	0
Contract employees	0	0

<sup>18</sup> The calculation of WIR is based on the formula of (number of fatal and non-fatal injuries / numbers of employees) x 100,000. In 2024, the total number of employees and contractors for Bus and Rail were 10,340 and 3,362 respectively.

<sup>19</sup> The calculation of total recordable incident rate is based on the formula of (number of total recordable incidents x 1,000,000)/ man hours worked. The calculation of total fatality rate is based on the formula of (number of total fatality x 1,000,000)/ man hours worked.

## REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES AND COMMUNITIES

### CUSTOMER EXPERIENCE



### Customer Experience

Delivering reliable, inclusive, and delightful travel experiences for all

Guided by our core belief to “Make Every Journey a Delight”, we are committed to delivering an inclusive and welcoming experience for our passengers.

#### SERVICE QUALITY

Our business is centered on delivering delightful service, reflecting our ethos of “Putting customers first”. To achieve our customer care objectives, our Customer Experience Taskforce conducts monthly meetings with interchange managers and key stakeholders, to address and prevent unsatisfactory customer experiences on buses, interchanges, and in stations. We evaluate and improve our service delivery and customer service performance through monthly management checkpoint meetings and regular staff engagement sessions. These sessions gather feedback, identify areas for improvement, introduce new initiatives, address emerging issues, and strengthen customer relationships.

Service quality is measured through compliments, complaints, and feedback from our website, mobile app, Facebook page, emails, customer care hotline, and passenger service teams. Customer satisfaction is tracked via independent surveys, including the Customer Satisfaction Index of Singapore, annual independent surveys, and quarterly online surveys.

Key areas of feedback consistently pertain to our Bus Captain’s customer service and driving conduct, and rail station infrastructure. All feedback is subject to rigorous analysis and forwarded to relevant departments for thorough investigation. This process ensures the implementation of actionable insights prior to providing commuters with detailed responses outlining corrective measures. Notably, in 2024, a reduction in substantiated complaints was observed, indicating the positive impact of our customer experience initiatives and employee training programmes.



## REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES AND COMMUNITIES

### CUSTOMER EXPERIENCE

#### Elevating Commutes with Music in Stations

To enhance the commuting experience, we launched an initiative in 2023 to play music from local musicians at our stations. This year, we continued this effort by showcasing music from 6 schools, and Faith Music Centre that empowers persons with disabilities with musical skills. Their music was played at various NEL and DTL stations, to create an enjoyable atmosphere for our customers while empowering these artists.

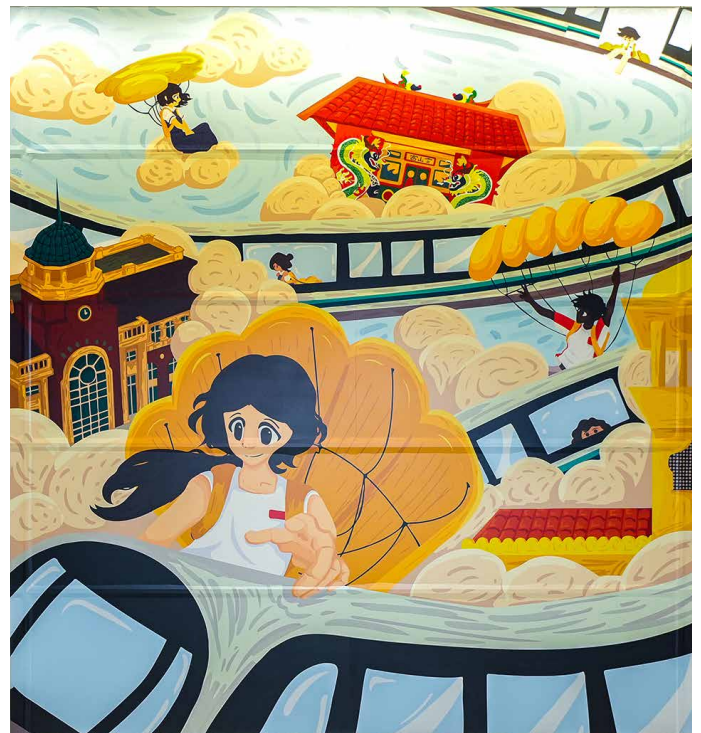
#### Bringing Art to Everyday Journeys

In an expansion of our Adopt-A-Station/Interchange programme, students from partnered schools have been actively contributing to the revitalisation of our public transport network. Through engaging arts and performance initiatives, these talented young individuals are transforming our MRT stations and bus interchanges into vibrant and enriching spaces for all customers to enjoy. This programme not only showcases student talent but also empowers them to make a positive impact on their community.

Meet the inclusive bands from Faith Music Centre, a social enterprise which equips persons with disabilities with music skills.



'Jumping into Sixth Avenue' by Nanyang Girls' High School at Sixth Avenue MRT Station.



'Graciousness: Our Travel Companion' by Methodist Girls' School at King Albert Park MRT Station.



## REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES AND COMMUNITIES

### CUSTOMER EXPERIENCE

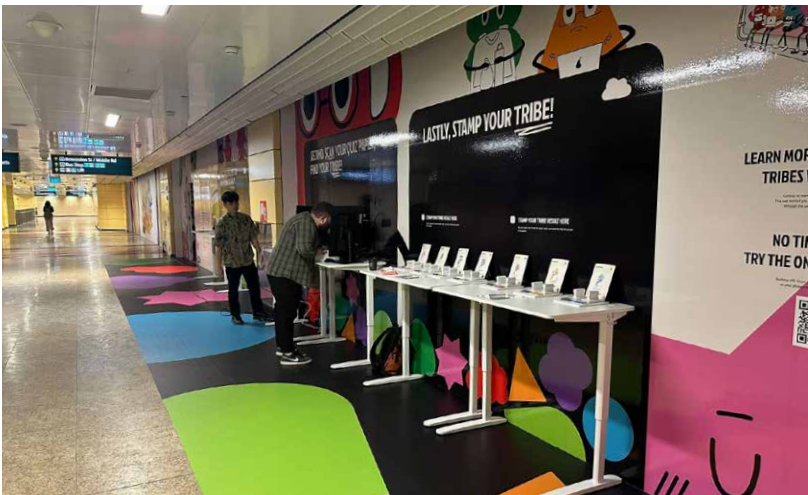


Artworks by Raffles Institution at Toa Payoh Bus Interchange showcasing acts of kindness on public transport as part of the Caring Commuter campaign.



Wind Orchestra Performance by St Hilda's Secondary School at Tampines Bus Interchange.

Additionally, we collaborated with organisations like the DesignSingapore Council and LTA to enhance the passenger experience. As part of Singapore Design Week 2024, the "My Riding Tribe" installation was showcased at Bencoolen MRT station. This engaging display brought to life the diverse personalities of Singapore's MRT commuters through a combination of physical and digital elements.



"My Riding Tribe" installation at Bencoolen MRT station



## REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES AND COMMUNITIES

### CUSTOMER EXPERIENCE

#### School-Friendly Public Bus Service

Traveling alone on public transport can be intimidating for young students, who may experience anxieties about getting lost, interacting with strangers, and navigating unexpected situations. The newly launched "School-Friendly Public Bus Service" aims to alleviate these concerns for both students and their parents.

Bus Service 261 was launched as the inaugural School-Friendly Public Bus Service at the Ang Mo Kio Bus Interchange. The service is supported by Bus Ambassadors and parent volunteers from Townsville Primary School, who accompany students on their journeys between the bus interchange and the school, fostering a safe and confident travel experience.

The initiative also addresses the pressing need for school transport arrangements amidst a shortage of private bus drivers, thereby promoting public buses as an affordable, convenient, and viable alternative. This sustainable long-term solution empowers parents with a reliable option for their children's school commutes. This initiative has provided SBS Transit with a valuable opportunity to serve our community, and we remain steadfast in our commitment to providing safe, reliable, and delightful journeys for all passengers.

Parent volunteers and students were excited to take the first ride on the School-Friendly Public Service Bus to Townsville Primary School.



A dedicated Bus Ambassador, acting as a trusted guide, accompanies students on their journey to ensure a smooth passage from Ang Mo Kio Bus Interchange to the school. The Ambassador also accompanies them back to the bus interchange after school.



## REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES AND COMMUNITIES

### CUSTOMER EXPERIENCE

## Placing Our Commuters at the Core of Our Mission

Our staff are the heart of our commitment to commuters, consistently demonstrating dedication and going above and beyond to ensure a positive experience for all commuters. One example is Assistant Station Manager Gunasilan A/L Subramaniam (Silan).

In January, a distressed young foreign helper approached the Passenger Service Centre after discovering her EZ-Link card balance was negative and had forgotten her wallet. Sensing her anxiety, Silan generously added \$10 to her card from his own pocket, ensuring she could return home safely. The following day, she returned with a thank you note and repaid the \$10, a gesture that deeply moved Silan.



A few months later, Silan's dedication to service was evident once more when a female passenger fainted. He quickly informed the Operations Control Centre while his Station Manager called for an ambulance. Silan rushed to the passenger's side, helped her into a wheelchair, and brought her to the Passenger Service Centre to await the ambulance. He also provided her with warm water to ease her dizziness and stayed with her until the ambulance arrived ten minutes later. "My first instinct is always to help," Silan explained, emphasising the importance of showing kindness in times of need. His actions exemplify how small acts of kindness can create a lasting impact on those he assists, reflecting his commitment to improving the quality of service.

In recognition of his actions, Silan was awarded the National Kindness Award 2024, Transport Gold Award. His actions have inspired his fellow colleagues to always serve our commuters to our best abilities.

Area of Impact: Customer Experience

### Our 2024 Performance and Looking Forward

The latest Public Transport Customer Satisfaction Survey, conducted by the Public Transport Council, revealed that commuters continue to be highly satisfied with public transport services. Key service attributes driving this satisfaction were Safety & Security, Accessibility, and Service Information. As a major public transport operator, SBS Transit notes these positive results, which reflect the continued confidence commuters place in our services.

Moreover, in 2024, the compliment-to-valid complaint ratio experienced an upward trend in 2024, rising to 11.7. We also observed a 3.1% increase in compliment rates alongside a 9.2% decrease in valid complaint rates during this period. This positive shift indicates that our initiatives have been well-received by the community. We are committed to maintaining this momentum, ensuring that our future strategies continue to effectively serve and meet the needs of those we support.

We proudly recognise our staff's consistent dedication to customer service. At the National Kindness Award 2024, 218 employees received the Transport Gold Award, and 11 were honoured with the Outstanding Award for their exceptional care and compassion. Furthermore, five colleagues were celebrated at the Asia Pacific Customer Service Consortium Customer Relationship Excellence Awards 2024, reflecting our culture of kindness and excellence.

To further enhance our efforts, we will launch the Ambassadors for Public Transport Programme in 2025. This programme will include enhanced network training for our staff, equipping them with the knowledge and skills necessary to deliver improved service quality.

## REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES AND COMMUNITIES

### CUSTOMER EXPERIENCE

#### ACCESSIBILITY AND INCLUSION

As Singapore's trusted provider of public transportation, we are committed to creating an inclusive environment where customers with disabilities and elderly passengers can travel with ease on our buses and trains. Recognising the growing elderly population, we understand the importance of facilitating safe and independent travel for our vulnerable commuters.

In continued collaboration with Social Service Agencies (SSAs), we have implemented initiatives to enhance accessibility for passengers with disabilities and vulnerable communities. These partnerships facilitate the development of inclusive transport solutions, including the Waymap-SG navigation app for accessible wayfinding and the Caring Commuter Program that fosters a supportive travel environment. These efforts align with our overarching "Travel with Confidence" programme, which promotes accessible and inclusive travel.

#### Designing an Inclusive Experience

As a leading public transport operator in Singapore, our commitment extends beyond efficiently transporting passengers to their destinations. We strive to ensure that every ride is a delightful experience, where every commuter feels valued and supported. Recognising the needs of the various social groups that we serve, we have rolled out the following initiatives this year to enhance mobility and promote inclusivity:

- Expanded familiarisation tours for special needs individuals, with over 45 participants from 4 organisations, to enhance safe travel on buses and trains
- Continued specialised CARES training for frontline staff, with 7,518 staff trained in collaboration with SG Enable, to improve service for passengers with disabilities
- In collaboration with Ang Mo Kio-Thye Hua Kwan Hospital, our team provided pre-discharge patients with dedicated training on safe Personal Mobility Aid use onboard buses, utilising a parked bus at Yio Chu Kang Interchange to practice manoeuvring, boarding, alighting, and handrail techniques, an initiative recognised with a Star Award at the LTA Singapore Public Transport Safety and Security Awards 2024

#### Employing Technology for Good

In October 2024, we piloted SiLVIA at North East Line's Chinatown Station, our new Generative AI assistant who communicates through sign language. Developed in collaboration with NUS start-up FingerDance, SiLVIA can translate spoken and written words into sign language, bridging the communication gap for commuters who are hard of hearing and empowering them to travel independently with confidence.

At Ang Mo Kio Interchange, AIVA, our friendly digital concierge assists customers with travel and wayfinding queries. Also powered by Generative AI technology, AIVA engages passengers in fluent conversation, providing prompt assistance and helpful information for ease of navigation. In December, AIVA was also deployed at Punggol Coast Station.

#### Experiential Learning with Dementia Singapore for Caring Commuters

As an expansion of our "Find Your Way" initiative and to foster a culture of Caring Commuters, we introduced the "Find Your Way" experiential learning programme in collaboration with Dementia Singapore. Through engaging activities with schools such as Jing Shan Primary School and Singapore Polytechnic, students gained valuable knowledge and practical tips to enhance the commuting experience for individuals living with dementia. These activities included role-playing scenarios, conversations with dementia self-advocates, and immersive virtual reality experiences.

Students from Singapore Polytechnic subsequently applied their newfound skills and knowledge by volunteering as Caring Commuter Champions at Chinatown MRT Station. In this role, they actively observed fellow passengers, identified those who may require assistance, and provided a helping hand whenever needed.



Students were brought on a guided tour of Chinatown MRT Station where they learnt more about our "Find Your Way" initiative and how it helps persons living with dementia and the elderly better navigate the station.

## REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES AND COMMUNITIES

### CUSTOMER EXPERIENCE

### Empowering the Differently-Abled with Dignity Kitchenette

The newly launched Dignity Kitchenette at Yio Chu Kang Interchange is a social enterprise initiative led by Dignity Kitchen with the support of SBS Transit. Aimed at fostering inclusive employment opportunities for individuals with disabilities and those from disadvantaged backgrounds, the Dignity Kitchenette provides commuters with a convenient option to enjoy a delicious meal while supporting a meaningful social cause. This initiative contributes to a more inclusive and equitable community where all individuals could thrive.

The Dignity Kitchenette team at its official opening at Yio Chu Kang Interchange on 1 October 2024



Area of Impact: Social Economic Contribution

### Our 2024 Performance and Looking Forward

Recognising the pivotal role we play in shaping a future where inclusive commuting is accessible to all members of society, SBS Transit remains steadfast in its commitment to enhancing accessibility across all facets of our operations. We foster strong relationships and work closely with community partners to gain a deep understanding of real-world needs and actively seek their feedback.

To better serve vulnerable passengers, we are establishing a Public Transport Inclusiveness Training Centre in 2025, which will build upon our CARES Training curriculum. This centre will offer experiential learning opportunities for Bus Captains and members of the public to better assist vulnerable individuals during their commutes. We will continue to actively seek opportunities for innovation and the integration of technological solutions into our services to further enhance accessibility.



## REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES AND COMMUNITIES

### EMPLOYEE CARE

## Employee Care

Championing diversity and prioritising the holistic well-being of our employees



SBS Transit continues to prioritise employee well-being as a cornerstone of our positive workplace culture, with a focus on supporting the personal and professional growth of our employees by providing ample learning opportunities and avenues for career advancement.

### WELL-BEING AND WORK LIFE HARMONY

At SBS Transit, we recognise that a physically and mentally healthy workforce is essential to achieving our business objectives of providing reliable transport services.

To maintain a healthy and content workforce, we offer health screening programmes and free annual health check-ups. In 2024, we transitioned our Employee Assistance Programme to ThoughtFull, which provides an expanded range of mental wellness resources, including:

- In-person counselling sessions for each employee
- A personal well-being tracker to monitor progress and tailor the experience
- Educational wellness webinars on various mental health topics

This year, SBS Transit received both local and regional HR-related awards, highlighting our commitment to maintaining high standards for employee satisfaction and engagement, and reinforcing our position as an employer of choice.



## REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES AND COMMUNITIES

### EMPLOYEE CARE

Our full-time employees are provided with the following benefits:

#### HEALTH CARE



In-patient, Out-patient general practitioner and Health screening coverage

#### INSURANCE



Group Personal Accident Insurance, Ex-Gratia payment upon death

#### LEAVE



Annual, Childcare, Compassionate, Maternity, Matrimonial, National Service, Paternity, Eldercare, Sick and Shared Parental leave

#### TRAVEL



Free travel on local public transport

#### OTHERS



Retirement benefits for non-executives and Flexible work arrangements

#### Digital Mental Health Service

At SBS Transit, we are committed to fostering a workplace culture where employees feel safe to express their struggles. To that end, we launched the "It's Ok To Not Be Ok" campaign in partnership with ThoughtFull, an employee mental wellbeing digital service provider. Through the ThoughtFullChat app, employees have access to various wellbeing activities and tools, including personal journaling, meditation guides, and one-on-one therapy sessions with professionals. The campaign also features mental health roadshows at our bus interchanges and depots, monthly webinars, and leadership training to help staff manage stress and cultivate a growth mindset.

We remain dedicated to building a safe and supportive work environment where employees can seek help without fear of judgement.

#### Workplace Outreach Wellness Programme

To support our employees' physical and mental wellbeing, we launched the Workplace Outreach Wellness (WOW) Programme in collaboration with the Health Promotion Board. This initiative offers free basic health screenings and a series of webinars, workshops, and activities focused on key wellness areas:

- Nutrition: Insights on making healthier dietary choices and improving nutrition
- Ergonomics: Learn about the prevention and management of musculoskeletal issues to reduce body pain and injury at work.
- Mental Wellbeing: Skills to manage stress, build mental resilience, and recognise signs of common mental health issues.
- Fitness Activities: Enjoyable activity breaks that promote physical fitness.

Through both on-site and virtual health promotion programs, our goal is to foster a healthy workplace ecosystem that supports all aspects of employee wellness.

#### Our 2024 Performance and Looking Forward

In 2024, SBS Transit was awarded the "Best Company to Work for in Asia Award" by HR Asia for the third consecutive year since 2022. This prestigious award underscores our commitment to employee engagement and fostering exemplary workplace cultures across Asia. Additionally, we were honoured with the "Most Caring Company Award" for prioritising the mental health and well-being of our employees.

These accolades not only reflect our past efforts but also inspire us to continually enhance our employee welfare programmes. By prioritising both physical and mental health, we aim to empower our employees to reach their full potential, ensuring that SBS Transit remains not just a workplace, but a thriving community where every individual feels valued and supported.

## REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES AND COMMUNITIES

### EMPLOYEE CARE

#### DIVERSITY, EQUAL OPPORTUNITY, HUMAN RIGHTS, AND FAIR LABOUR

Inclusion is not just a priority at SBS Transit—it is a promise. At SBS Transit, we are deeply committed to fostering diversity and inclusivity, recognising that integrating diverse perspectives into our organisational strategies and solutions enhances our service offerings. A diverse workforce enables us to better understand the varied needs of our customers and meet industry demands effectively. We are dedicated to eliminating discrimination in our practices and policies while enhancing workforce diversity.

Our commitment extends beyond gender to encompass all aspects of diversity. We maintain a robust Diversity and Inclusion Policy, prohibiting bias related to age, marital status, sexual orientation, disability, race, colour, nationality, ethnicity, religion, or political affiliation. These policies are integrated into our operational and hiring practices, reflecting our adherence to the Tripartite Alliance for Fair and Progressive Employment Practices, of which we have been a member since 2018.

In line with our commitment and our 3E framework (Employ, Educate, Empower), we implemented several initiatives this year, including:

- Increased the number of Persons with Disabilities (PWDs) in our employ, from 26 to 36 individuals
- Expanded partnerships with social enterprises and SSAs who employ PWDs such as Bizlink and MINDS
- Continued to enhance accessibility across our infrastructure, including depots, interchanges, and stations, with features like accessible toilets, ramps, lifts, and sliding doors
- Engaged employees and commuters through our Lead with Inclusiveness program and CARES Training 5.0

Through this approach, we strive to create an inclusive workplace and aim to integrate PWDs into suitable roles. In line with Singapore's goal of having 40% of working-age PWDs employed by 2030. To support this, we have committed a total of \$1MM to fund our updated 3E initiatives over the next 4 years.

## OUR 3E FRAMEWORK

### EMPLOY

Matching PWDs with inclusive employment opportunities



### EMPOWER

Empowering PWDs through socially responsible procurement of goods and services



### EDUCATE

Driving inclusive employment by educating staff and the public, and transforming our workplace culture.





## REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES AND COMMUNITIES

### EMPLOYEE CARE

## Enabling Pathway Programme

### Enabling Pathway Programme

We have been actively redesigning roles and expanding opportunities for individuals with disabilities across corporate, engineering, and frontline positions.

SBS Transit, alongside SG Enable, the SIM People Development Fund, and the Institute of Technical Education (ITE), launched the Enabling Pathway Programme. This initiative is the first ground-up Public-Private-People partnership aimed at fostering long-term employment opportunities for students with disabilities. As the inaugural employer-partner, we are proud to be the first to offer internships to ITE students with disabilities, providing them with valuable practical experience to enhance their career prospects.

Among our four special-needs ITE interns is 18-year-old Nur Arfa Taqiah Binte Mohamad Noor Azhar "Arfa", a Mechatronics and Robotics student at ITE. Despite facing severe hearing loss and multiple sclerosis, Arfa is



Minister for Transport Mr Chee Hong Tat (in red) visited Arfa and her SBS Transit colleagues at the Component Service Centre, learning firsthand about her experience with the programme.

determined to follow in her father's footsteps in the engineering field. With support from their ITE lecturers and SG Enable job coaches, we have tailored the work environment to meet each intern's needs, ensuring they receive the training and resources to thrive and succeed.

Area of Impact: Social Economic Contribution

### Our 2024 Performance and Looking Forward Gender and ethnic diversity

SBS Transit is committed to providing equal opportunities for all employees, regardless of gender or ethnicity. Among our full-time employees, 9.4% are female, a figure consistent with the previous year. We align closely with our Diversity, Equity and Inclusion (DEI) policy and are actively working to encourage female participation across all levels within our traditionally male-dominated industry.

All employees are required to participate in DEI Policy awareness training to enhance their understanding of individual responsibilities, promote a culture of inclusivity and equip employees with effective strategies to address diversity-related challenges.

Through our commitment to DEI, we aim to cultivate a workplace culture where everyone feels valued, respected, and included. By appreciating diverse perspectives, experiences, and backgrounds, we can collectively build a more inclusive and positive workplace for all employees.

### Recruitment, selection, and promotion

At SBS Transit, every employee is required to participate in an annual performance and career development review that evaluates their skills and contributions. Promotions are determined based on these appraisals and individual merit. As a member of TAFEP, our recruitment and selection processes are designed to identify candidates who possess the right mix of skills, knowledge, experience, and values that align with SBS Transit's culture, vision, and beliefs.

## REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES AND COMMUNITIES

### EMPLOYEE CARE

#### Remuneration

Our compensation evaluation takes into account factors such as grade, position, and experience, while also considering current market wage trends. Employee performance is assessed and scored based on mutually agreed key performance indicators (KPIs), such as the Balanced Scorecard, to ensure fairness and transparency. Sustainability initiatives are incorporated into these performance assessments and reflected in the KPIs. For example, Bus Captains' driving habits are monitored through telematics to encourage eco-friendly practices. Violations of set limits result in counselling or penalties, affecting performance scores and impacting annual increments and bonuses.

To align senior executives with SBS Transit's environmental and social impact objectives, their remuneration is tied to performance in sustainability milestones. The Nominating and Remuneration Committee (NRC) approves the remuneration for Senior Management, Senior Vice Presidents, and above. Annual reviews and updates are conducted to address any gaps identified in our remuneration processes. Additionally, we have engaged independent consultants to conduct benchmarking exercises for the annual total compensation package of Department Heads and above since 2020.

In 2024, SBS Transit was proud to uphold its recognition with the Progressive Wage Mark (PWM), highlighting our long-term commitment to providing equitable and progressive wages to lower-wage workers. This accolade underscores our dedication to implementing a wage structure that not only surpasses minimum wage standards but also ensures fair and sustainable compensation aligned with employees' skills and experience. We believe that fair wages are crucial for fostering a productive and motivated workforce, and we remain committed to upholding these principles to benefit both our employees and the communities we serve.

#### Flexible work arrangements

SBS Transit promotes a healthy work-life balance for its employees by offering flexible work arrangements to eligible staff. Such arrangements include Flexi-Time (Staggered Work Arrangement, Shift Swapping, Flexible Work Weeks), Flexi-Place (Work from Home) and Flexi-Load (Part-Time Work). Based on their respective roles, employees can opt to apply for either of such arrangements to accommodate their personal schedules, caregiving responsibilities and family commitments.

#### Equal employment opportunity

SBS Transit champions a discrimination-free workplace where leaders prioritise inclusivity, and open communication is encouraged. In 2024, we received zero formal discrimination complaints.

As the first public transport operator to earn the Enabling Mark (Gold) for both bus and rail, we demonstrate our comprehensive commitment to inclusivity, built upon leadership, inclusive recruitment, workplace accessibility, and community engagement.

#### Human rights and fair labour

At SBS Transit, adhering to human and labour rights regulations is fundamental to our labour relations and overall employee and operational management. In 2024, 74.6% of our workforce was covered by Collective Agreements. Our Human Rights Policy reaffirms our commitment to fair employment practices, freedom of association, collective bargaining rights, ethical labour practices, safe working conditions, and diversity and inclusion.

Employees are encouraged to report any incidents of discrimination or malpractice they experience to Management, the Union, or the relevant employment authorities. Alternatively, they can report inappropriate business conduct through our structured Whistleblowing Policy, which guarantees confidentiality and protection for those reporting concerns about ethical behaviour or inappropriate conduct, within legal limits.

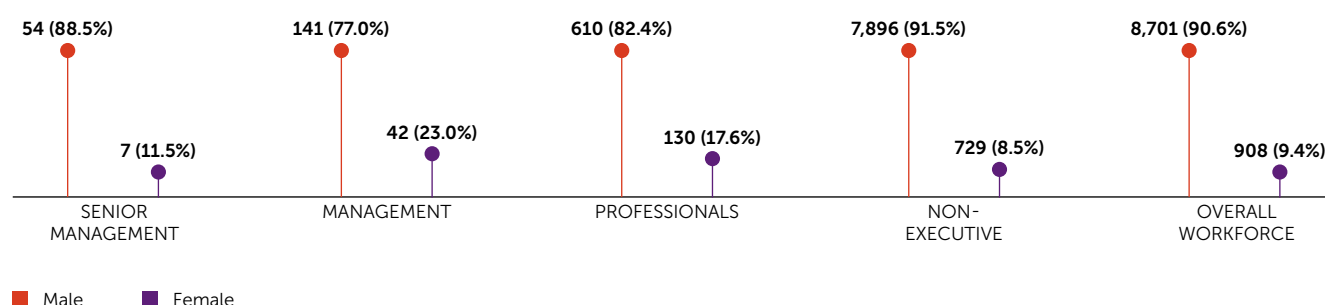
To emphasise the importance of human rights and fair labour practices, we provide to all our employees training on relevant policies and procedures, ensuring full compliance with regulations. Our aim is to cultivate a strong awareness of the importance of promoting fair labour practices among our employees.

## REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES AND COMMUNITIES

### EMPLOYEE CARE

#### GRI 2-7: EMPLOYEES<sup>20</sup>, 405-1: DIVERSITY OF EMPLOYEES

##### Gender Diversity by Employee Category



##### Gender Diversity by Contract Type

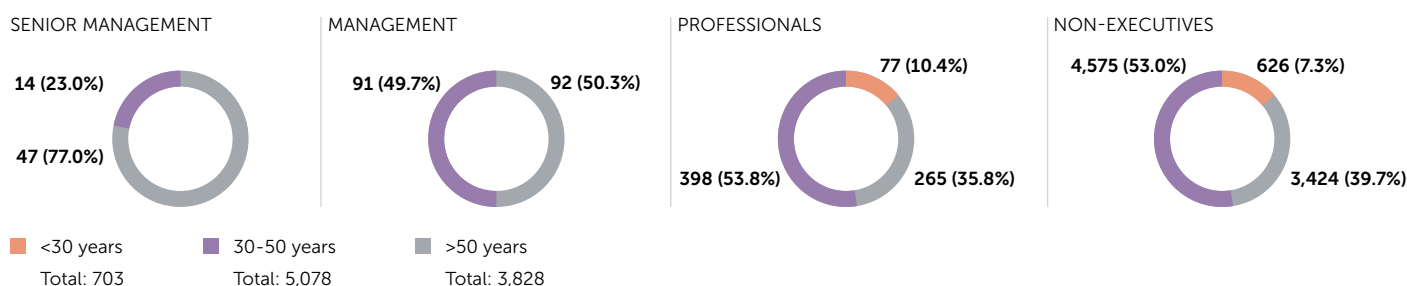
###### FULL-TIME EMPLOYEES



###### PART-TIME EMPLOYEES



##### Age Diversity by Employee Category



#### GRI 401-1: NEW EMPLOYEE HIRES AND EMPLOYEE TURNOVER

EMPLOYEE TYPE	CURRENT EMPLOYEES	NUMBER OF NEW HIRES	RATE OF NEW HIRES	NUMBER OF TURNOVERS	RATE OF TURNOVER
GENDER					
Male	8,701	966	0.11	1,218	0.14
Female	908	110	0.12	115	0.13
AGE GROUP					
<30 years	703	235	0.33	126	0.18
30-50 years	5,078	625	0.12	590	0.12
>50 years	3,828	216	0.06	617	0.16

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



## REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES AND COMMUNITIES

### EMPLOYEE CARE

#### SASB ROAD TRANSPORTATION STANDARDS: TR-RO-320A.2: NUMBER OF TOTAL VOLUNTARY AND INVOLUNTARY TURNOVER RATE FOR ALL EMPLOYEES

Voluntary	7.05%
Involuntary	6.83% <sup>21</sup>

#### GRI 401-3: PARENTAL LEAVE (CHILDCARE LEAVE)

	2024	
	MALE	FEMALE
Total number of employees that were entitled to parental leave	4,056	521
Total number of employees that took parental leave	227	27
Total number of employees that returned to work in the reporting period after parental leave ended	227	27
Return to work rate of employees that took parental leave	100%	100%
Total number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work	44	19
Retention rate of employees that took parental leave	19%	70%

#### GRI 405-2: RATIO OF BASIC SALARY AND REMUNERATION OF WOMEN TO MEN

	MALE	FEMALE
SENIOR MANAGEMENT		
Basic Salary	1	0.84
Remuneration	1	0.84
MANAGEMENT		
Basic Salary	1	0.98
Remuneration	1	1.01
PROFESSIONALS		
Basic Salary	1	1.05
Remuneration	1	0.97
NON-EXECUTIVES		
Basic Salary	1	1.07
Remuneration	1	0.98

#### GRI 2-21: ANNUAL TOTAL COMPENSATION RATIO

Ratio of highest paid : median value	15.35 : 1
Percentage increase in annual compensation for organisation's highest paid individual	25.48%
Median percentage increase in annual compensation for all employees (excluding the highest-paid individual)	4.29%
Ratio of percentage increase in highest paid: median value	5.94 : 1

21 Half of which is attributed to the expiry of Jurong West Bus Package in September 2024.

## REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES AND COMMUNITIES

### EMPLOYEE CARE

#### EMPLOYEE TRAINING, UPSKILLING AND DEVELOPMENT

Our employee training, upskilling, and development strategy is guided by a competency framework designed to facilitate holistic employee growth across three fundamental domains, technical competence, business excellence, and leadership development. These training programmes are supported by key technologies, such as our Competency Management System, which provides the foundation for structured, role-specific training and assessments. This ensures that every employee is well-equipped with the technical skills and knowledge needed to excel in their roles while supporting their career aspirations.

To promote career advancement, we encourage employees to discuss their career goals and training needs during their annual performance reviews. Feedback from these sessions helps us continually refine our training programmes. Our technical teams also conduct an annual Individual Development Plan exercise, recommending courses aligned with corporate seniority and job responsibilities. Reporting Officers use these templates to guide training discussions during performance appraisals, assisting in the development of our training schedule and strategy.

#### Partnership with Institute of Adult Learning

In 2023, SBS Transit partnered with Institute of Adult Learning (IAL) to co-develop pertinent continuous professional development programmes and training to enhance workplace productivity. The partnership resulted in the introduction of a new training programme for our Senior Bus Captains to equip them with the skills to better serve as Service Mentors for their juniors and gain recognised coaching competencies and best practices, enabling them to pursue a career as Driving Instructors within the Public Transport Sector. Since its launch, the programme has been conducted for 39 Senior Bus Captains.

Building on our existing partnership, SBS Transit signed a new MOU with IAL in 2024 to enhance our CARES Leadership Pathway programme, which supports the training and development of our supervisors and managers. This programme encompasses both soft skills training and process-driven learning in key areas such as human resources and finance. It also includes the development of targeted staff training programmes through workplace learning consultancy projects. These initiatives will equip our supervisors and managers with the essential knowledge and skills to perform their roles with greater confidence and effectiveness.



## REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES AND COMMUNITIES

### EMPLOYEE CARE

## Investing in Our People Through Education

Established in 1978, our annual SBS Transit Education Award encourages employees and their families to strive for excellence. We recognise the dedication our employees contribute to building SBS Transit and, through this award, aim to inspire and uplift them through academic achievement.

In 2021, the SBS Transit Education Award played a crucial role in encouraging Izharul Azhar Bin Razis, then a technician at SBS Transit, to further his studies. With the financial support provided by the award, he successfully completed his Diploma in Electrical and Electronics Engineering this year. Izharul credits his mentors, Mr. Poh and Mr. Kahidir, for their guidance and inspiration to pursue higher education, which has allowed him to advance to the position of Assistant Engineer with the Downtown Line Facilities Management team.

For Bus Captain Toh Mui Lea, the Education Award alleviated the financial strain of her daughter's university education. She expressed her hope that the award would motivate Yoon Ke Tian, a first-year Maritime Studies student at NTU Singapore, to pursue her aspirations. In turn, Yoon Ke Tian conveyed her gratitude for her mother's commitment to providing quality education for her and her siblings.

In 2024, SBS Transit awarded a total of 68 Education Awards to staff members who exhibited leadership and potential, as well as to the children of our employees who demonstrated academic excellence.



68

Education Awards  
were awarded



SBS Transit Group CEO Mr Jeffrey Sim (left) presented the SBS Transit Education Award to Downtown Line Assistant Engineer Izharul Azhar Bin Razis (right).



SBS Transit Education Award recipient Natasha Koh (left) celebrated with her father, Customer Service Officer Koh Kheng Boon (centre), and mother (right) during the award ceremony.

Area of Impact:

Social Economic Contribution



## REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES AND COMMUNITIES

### EMPLOYEE CARE

#### Overseas Opportunities for Exposure

In a significant first, SBS Transit, a non-educational organisation, participated in the 47<sup>th</sup> WorldSkills Competition in Lyon, France. Our rail technicians, Izuddin and Rady, showcased their train maintenance skills in the Rail Vehicle Technology category at this prestigious global event, often referred to as the 'Olympics of vocational skills'.



Rail technicians Rady (right) and Izuddin (left) showcased their expertise in train maintenance during the 47<sup>th</sup> WorldSkills Competition in Lyon, France, under the Rail Vehicle Technology exhibition skills area.

#### Our 2024 Performance and Looking Forward

In 2024, the average training hours per employee increased significantly to 140 hours, compared to 86.6 hours in 2023. This figure for 2024 includes On-the-Job Training, academic learning sponsored by the company, and conferences—data that was unavailable for inclusion in previous years.

Additionally, each year, all staff members engage in performance evaluation and professional development sessions with their supervisors. These sessions focus on evaluating individual skills and accomplishments, aligning them with the company's objectives, and supporting personal career goals. Furthermore, senior management undergoes a more comprehensive review process that includes specific performance tasks and objectives.

Looking ahead, we remain steadfast in our belief that our company's strength is intrinsically tied to the success of our people. We will continue to champion their growth through sustained development initiatives, ensuring they have the tools and opportunities to excel.

#### GRI 404-1: TRAINING HOURS

##### Training Hours by Gender and Employee Category

	TOTAL NUMBER OF EMPLOYEES	TOTAL NUMBER OF TRAINING HOURS	AVERAGE TRAINING HOURS
<b>GENDER</b>			
Female	908	151,003	166
Male	8,701	1,196,749	138
Total	9,609	1,347,752	140
<b>EMPLOYEE CATEGORY</b>			
Senior Management	61	1,115	18
Management	183	12,984	71
Professionals	740	50,497	68
Non-Executives	8,625	1,283,156	149
Total	9,609	1,347,752	140

## REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES AND COMMUNITIES

### SOCIAL ECONOMIC CONTRIBUTION



## Social Economic Contribution

Fostering positive social and economic impact within the communities we serve and the broader society

Mobility solutions are essential to every community as they facilitate travel, connect individuals, create shared spaces, simplify access to essential services, and bolster the local economy. By collaborating with local stakeholders and enhancing access to underserved areas, SBS Transit actively contributes to the vibrancy and appeal of local communities. This strategy underscores the Group's dedication to making shared mobility a significant driver of local development.

Driven by our C2E2 CSR framework—Corporate Philanthropy, Community Partnership, Employee Volunteerism, and Environment Stewardship—we take concrete actions to connect and grow the communities we serve. This includes providing cash donations and sponsorships, transportation and advertising space sponsorships, and volunteering our time to support community social efforts over the past year.

Working closely with our SSA partners, we also organise various community activities and continuously explore new avenues to positively impact society, all while upholding our commitment to sustainable urban development.



## REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES AND COMMUNITIES

### SOCIAL ECONOMIC CONTRIBUTION

#### Sustainable Philanthropy Framework

At SBS Transit, our corporate social responsibility efforts have long centered on philanthropy, sustainability, community engagement, and employee volunteerism. To further strengthen these initiatives, we are excited to be among the first to adopt the upcoming Sustainable Philanthropy Framework by the National Council of Social Service (NCSS). This new framework provides a robust structure that will enhance our ability to measure and maximise our social impact. By utilising the framework's metrics, we can track our progress more effectively, identify areas for improvement, and ensure our giving is long-term and sustained.

Ultimately, we believe that collective action is crucial for lasting change. We are committed to collaborating with the government and other organisations to share knowledge, resources, and best practices, aiming to amplify our collective impact and create a culture of sustained philanthropy for the benefit of future generations.

#### Growing our Impact with Community Chest

In 2024, we supported several of Community Chest's annual fundraising events, furthering our commitment to empowering underserved communities. This support builds upon the Memorandum of Understanding we signed in November 2023 to promote philanthropic giving within the public transport sector. Through these efforts, SBS Transit and our corporate partners raised \$250,000 in 2024, directly benefiting over 200 critical programmes serving children with special needs, at-risk youth, adults with disabilities, individuals with mental health conditions, and seniors and families in need.

#### Fú Dài (福袋)

Earlier in February, we participated in the Community Chest's annual lunar new year Fú Dài (福袋) event to bring joy and prosperity to seniors and families in need. More than 40 dedicated SBS Transit volunteers packed and delivered 200 festive bags filled with daily essentials and Lunar New Year treats.

#### SBS Transit Hearts 2024

SBS Transit Hearts 2024 marked our inaugural fundraising event, united in the mission to foster a caring and inclusive society for all. During the event, we hosted beneficiaries from MINDS, SPD, AWWA, and residents from Queenstown Constituency for a fun-filled day at Gardens by the Bay. Our specially trained SBS Transit Travel Buddies accompanied them on their journey, guiding them through public transport and providing tips for confident navigation.



Beneficiaries from Enabling Services Hub by SPD, AWWA, MINDS and Queenstown Constituency joined us at the SBS Transit Hearts 2024 fundraising event.

Mr Eric Chua, Senior Parliamentary Secretary for Ministry of Culture, Community and Youth and Ministry of Social and Family Development and Mr Jeffrey Sim, Group CEO of SBS Transit interacting with our beneficiaries.





## REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES AND COMMUNITIES

### SOCIAL ECONOMIC CONTRIBUTION

## Making a Difference with the Cares Community Bus

Since its launch in November 2023, the SBS Transit CARES Community Bus has been a part of 248 outreach sessions, impacting over 2,500 of our beneficiaries. This specially refurbished public bus has made a significant impact in the communities we serve, offering a safe and controlled environment for individuals with special needs and patients undergoing rehabilitation to learn how to travel independently through familiarisation and rehabilitation programmes.

Earlier this year, the CARES Community Bus visited the Singapore Institute of Technology, providing Occupational Therapy students with the chance to apply their theoretical

knowledge in practical settings. Through roleplay activities and guidance from their professors, the students learned how to better assist wheelchair users on public buses, fostering greater empathy for their future clients.

As a caring and inclusive public transport operator, we are pleased that our CARES Community Bus positively impacts the community in diverse ways. We will continue to work with our existing partners such as Anglo-Chinese School (Junior), AWWA and Pathlight School to enable and empower our beneficiaries.

248 outreach sessions,  
impacting over  
**2,500**  
of our beneficiaries



Approximately 40 students from AWWA School @ Napiri explored our CARES Community Bus, where they learned safety tips and proper commuting etiquette.

Area of Impact:

Resource Efficiency

Customer Experience

## REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES AND COMMUNITIES

### SOCIAL ECONOMIC CONTRIBUTION

#### Purple Parade

Marking our debut at this year's The Purple Parade with a 100-strong contingent, SBS Transit is proud to march alongside Public Transport Council, Caring SG Commuters, and all the other Public Transport Operators as One Transport Family to promote awareness and celebrate the abilities of persons with disabilities. We are also delighted to complete the march as One Team, where everyone (including our employees with disabilities) came together to support this meaningful cause.



SBS Transit participated in this year's Purple Parade as One Public Transport Family with a 100-strong contingent.

#### Our 2024 Performance and Looking Forward

As a public transport operator, we are dedicated to providing safe, reliable, and sustainable transportation services to the public every day. Our commitment extends beyond core operations, driven by a deep desire to give back to the community and ensure journeys are accessible for everyone, including individuals with disabilities. Led by our staff-initiated CSR Club, we actively engage in a variety of community impact initiatives, focusing on tangible support through in-kind donations, volunteerism, and charitable contributions. We forge strong community partnerships by working closely with social service agencies and their beneficiaries, maximising our collective impact and strengthening connections within the communities we serve. This collaboration ensures our initiatives and programs provide valuable support, empowering everyone to travel safely and confidently on our public transport network. Looking forward, we remain unwavering in this dedication, consistently exploring new opportunities to enhance our community engagement and make a lasting impact.