

# SAFER AND INCLUSIVE JOURNEYS FOR ALL

Our customers, employees and communities are at the heart of what we do. Committed to safety, reliability and inclusivity, we continuously enhance service quality and create an accessible, future-ready transport system for all.



## 2025 AWARDS AND ACHIEVEMENTS

### Safety and Health

#### SINGAPORE RED CROSS AWARDS

- Friend of Singapore Red Cross Award

#### ROADS.SG 2025 AWARDS

- Trending Safety Gadget

#### LTA PUBLIC TRANSPORT SAFETY AND SECURITY AWARDS 2025

- Special Commendation Award (15 winners)
- Safety Champions (26 winners)
- 7 Star Awards recognising our innovative projects that strengthen workplace and operational safety and security
- Excellence Award for the Sengkang-Punggol LRT
- Merit Award for the Downtown Line under the Operator Awards (Operational & Workplace Safety) category

#### WORKPLACE SAFETY AND HEALTH (WSH) AWARDS 2025

- WSH Performance Award (Silver)
- bizSAFE Partner Award (Bus and Rail Business)
- WSH Innovation Award
- Safety and Health Award Recognition for Projects (SHARP)

#### MINISTRY FOR HOME AFFAIRS NATIONAL DAY AWARD

- Home Team Partner – Excellence

#### SINGAPORE CIVIL DEFENCE FORCE - STRATEGIC PARTNER AWARD 2025

#### ISO 45001:2018 OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT SYSTEMS

- Bus and Rail Business

#### ISO 39001:2012 ROAD TRAFFIC SAFETY MANAGEMENT SYSTEM

- Bus Business

### Employee Care

#### HR ASIA AWARDS (BEST COMPANIES TO WORK FOR IN ASIA)

- Best Company to Work for in Asia Award – for the third consecutive year since 2022
- Tech Empowerment Award
- Sustainable Workplace Award
- Most Caring Company Award

#### GREAT PLACE TO WORK® CERTIFICATION

#### SG ENABLE - ENABLING MARK (GOLD)

### Customer Experience

#### NATIONAL KINDNESS MOVEMENT - TRANSPORT GOLD AWARDS 2025

- Transport Gold Award (329 winners)
- Outstanding Award (6 winners)

### Social Economic Contribution

#### NATIONAL VOLUNTEER AND PHILANTHROPY CENTRE

- 3 Hearts

#### COMMUNITY CHEST AWARDS

- Charity Gold Award
- Volunteer Partner Award
- Enabler Award
- SGShare



Customer  
Experience



Safety and  
Health



Employee  
Care



Social Economic  
Contribution

# CUSTOMER EXPERIENCE

Delivering reliable and pleasant travel experiences for all, including persons with disabilities.

Our customers remain at the core of our operations, as we strive to create reliable, inclusive and pleasant experiences that consistently exceed expectations. Looking ahead, we are committed to continuous improvement and innovation to ensure that every journey reflects our commitment to excellence.

## RELIABILITY

Serving millions of passengers daily, the reliability of our operations is fundamental to the commuter journey. Our goal is to ensure every passenger reaches their destination on time, every time. By also prioritising seamless journeys, we enhance the daily lives of our customers and strengthen public trust in Singapore's transport network.

We continue to strengthen our public transport network to improve connectivity across Singapore. This year, we opened Hume Station on DTL and Woodleigh Bus Interchange. Additional rail expansions are underway, including our Jurong Region Line (mid-2028) and the upcoming DTL3e (2026) and DTL2e (2035) extensions. We continue to improve connectivity through the introduction of new bus routes and City Direct services, and improved existing routes under the Bus Connectivity Enhancement Programme to increase frequency and commuter convenience.

### Enhancing Rail Reliability

Operational reliability remains a top priority as we strive to maintain high service standards. We track our Mean Kilometre Between Failures (MKBF), an internationally recognised measure of rail performance. In 2025, NEL achieved 2.20 million train-kilometres, DTL achieved 2.79 million train-kilometres, and the SPLRT achieved 1.03 million car-kilometres. While NEL and DTL experienced declines in MKBF due to service disruptions, both lines continued to outperform the national MRT network average. SPLRT also improved its MKBF, surpassing the nationwide LRT network average.

To strengthen long-term rail system resilience, LTA formed the Rail Reliability Taskforce in September 2025 to develop measures that enhance reliability across the network. The taskforce's recommendations in December 2025 include prioritising early renewal of core assets, deepening workforce capabilities and improving service recovery and commuter management.

### Strengthening Infrastructure Through Pre-emptive Upgrades

As NEL matures, we prioritise the early replacement and upgrading of critical equipment to ensure long-term service reliability. A key initiative is the completed mid-life refurbishment of first-generation NEL trains, featuring enhanced interiors and new condition-monitoring systems for predictive maintenance. Beyond the fleet, we are systematically replacing embedded rails and critical infrastructure, such as rectifier transformers, well before reaching their end-of-life.

### Advancing Maintenance Through Digital Innovation

We are shifting to a data-driven predictive model by leveraging AI to identify maintenance needs before they impact service. Our engineers use MaxiMobility for real-time asset monitoring and Project 6Sense, an in-house AI dashboard that aggregates sensor data and maintenance logs. By applying Natural Language Processing to engineering reports, 6Sense uncovers hidden patterns and flags indicators of wear.



## SAFER AND INCLUSIVE JOURNEYS

**CUSTOMER EXPERIENCE**

This smart monitoring extends to critical infrastructure, such as the point machine condition-monitoring system at Bukit Panjang Station, which captures track movement and electrical currents 24/7, providing predictive insights for precision maintenance. We have also deployed the Rail Rover on DTL. This autonomous track trolley uses LiDAR and 3D cameras to inspect the entire 84km network in just 20 nights — a task that previously required an aggregate of two man-years of manual labour. This enables swift, precise data collection and ensures our tracks remain in peak condition.

**Driving Bus Fleet Efficiency with Stratio**

As our bus fleet ages, we leverage Spanish company Stratio's AI-powered technology to maintain peak performance and extend vehicle lifecycles. This system provides real-time visibility into the health of critical components like brakes and electrical systems, enabling our engineers to monitor each bus remotely and plan maintenance more effectively. This predictive approach is especially vital for our growing electric bus fleet, where battery health is closely monitored to optimise efficiency.

Our commitment to reliability is a continuous journey of innovation and investment. By integrating advanced AI diagnostics with proactive engineering practices, we enhance the reliability of existing assets while building a resilient foundation for Singapore's future transport needs.

**SERVICE QUALITY****Delivering Service Excellence**

Our commitment to excellence is supported by a structured governance framework that continuously monitors and enhances customer experience. This is integrated into our regular operational and management reviews, where service performance is assessed, issues addressed promptly and preventive measures implemented across buses, interchanges and stations. These processes are reinforced through monthly management checkpoint meetings and staff engagement sessions, where feedback is translated into targeted initiatives to enhance service quality and customer satisfaction. One such initiative is the partnership with Pinpoynt.ai, which uses real-time crowd insights to reduce congestion at MRT stations and improve commuter comfort and journey planning.

To support these processes, service quality is continuously tracked through multiple channels, including our website, mobile app, social media, email, customer care hotline and passenger service teams. Independent assessments, such as annual and quarterly customer satisfaction surveys, provide additional insights into commuter sentiment. All feedback is analysed before being routed to the relevant departments for detailed investigation. Corrective actions are implemented promptly and communicated to the complainants.

In 2025, the compliment-to-valid complaint ratio showed a positive upward trend, rising to 15.8. We recorded a 24.5% increase in compliment rates alongside a 14.8% decrease in valid complaint rates.

We take all feedback seriously and will prioritise measurable improvements in the year ahead, focusing on reducing valid complaint rates.



*Mr. Dandiyar Misro, recipient of the Outstanding Award at the Transport Gold Awards 2025.*

**Celebrating Our People's Dedication**

We are proud that the dedication of our staff to exceptional customer service was recognised at the Transport Gold Awards 2025. A total of 329 SBS Transit employees received the National Kindness Award – Transport Gold, with six recipients earning the prestigious Outstanding Award. Among them, Mr. Dandiyar Misro exemplified our culture of care when he intervened to protect a teenager with autism during an incident on a DTL train, shielding him from harm and calming the situation. His actions earned praise from the commuters and reflect the compassion and professionalism that define our service ethos.

**Connecting Commutes and Communities**

We continue to advance our vision of transforming everyday commutes into pleasant experiences. Over the years, we have introduced initiatives that enliven journeys and foster a sense of belonging. We are building on these foundations to create even more meaningful touchpoints for our commuters.

In 2025, we expanded our cultural engagement through Project #JalanJalan, a student-led initiative involving more than 20 schools, that brought weekly live music performances to bus interchanges and MRT stations during our SG60 celebrations. Our Community Art Collection further enriched transit spaces with creative works from students and residents, transforming stations into vibrant cultural touchpoints. Highlights included a photo exhibition at Woodleigh Bus Interchange's Art Walk space, showcasing local talent and fostering community pride.

SAFER AND INCLUSIVE JOURNEYS

# CUSTOMER EXPERIENCE

Building on these creative initiatives, we are reimagining transport nodes as vibrant community hubs or “villages,” designed to enrich daily experiences through thoughtfully curated amenities and activities. In 2025, we launched our first Wellness Village at DTL Tampines Station - a 15,000-square-foot space offering fitness classes, health talks and wellness workshops, complemented by F&B options and community art murals. Later in the year, we introduced the Digital Village at NEL Punggol Coast Station, featuring innovations such as an immersive 360-degree HD screen, an AI Virtual Assistant (AIVA) for travel information and a smart cleaning and patrol robot (MR-2). Two more villages will be unveiled across our MRT network in 2026, each with its own theme and character. These thematic villages exemplify our vision of transforming transit nodes into dynamic spaces that encourage interaction, learning and collaboration.



The Digital Village was officially opened by Guest-of-Honour, Mr. Gan Kim Yong, Deputy Prime Minister, Ministry for Trade and Industry and Member of Parliament for Punggol GRC.

## ACCESSIBILITY AND INCLUSION

### Driving Inclusion Through Technology

Technology plays a pivotal role in enhancing accessibility. AIVA, our AI Virtual Assistant deployed at Ang Mo Kio Bus Interchange and NEL Punggol Coast Station, serves as a one-stop digital concierge for travel and wayfinding queries, and including support for Deaf and hard-of-hearing commuters, as well as wheelchair users. In November 2025, a new feature was introduced that presents AIVA as a Caring SG Commuter Ambassador during idle mode. AIVA was recognised with the Singapore Digital Experience of the Year – Transportation Award at the Asian Experience Awards 2025.

Similarly, SiLVia, our home-grown Sign Language Virtual Assistant developed with FingerDance, assists hard-of-hearing commuters at NEL Chinatown Station by translating spoken and written words into sign language for wayfinding and essential travel information. In partnership with SAdeaf, a public trial was conducted to further refine its services and gather feedback from users. As of October 2025, SiLVia achieved a 99.7% translation success rate.

### Building the CARES Culture for Every Journey

We continue to strengthen a culture of inclusion through CARES training for frontline staff. In collaboration with SG Enable, 8,227 employees were trained to enhance service for passengers with disabilities.



A commuter interacting with SiLVia at Chinatown Station.

In 2025, we piloted two runs of the Caring Commuter Champion Practical Course, equipping 25 participants with hands-on skills to assist commuters with diverse needs. Through guided demonstrations and immersive role-play aboard our CARES Community Bus, participants learnt how to confidently support commuters.

### Partnering for Inclusive Travel

We partnered various organisations to promote inclusive travel and enhance accessibility for passengers with diverse needs. In collaboration with LTA, we piloted a Sensory Tool Kit at selected DTL and NEL stations to support passengers with autism in managing sensory overload and worked with St. Andrew’s Autism Centre to equip frontline staff with autism-awareness training to better assist commuters who may be experiencing distress.

We also worked with Stroke Support Station, a local organisation supporting stroke survivors, to conduct a pilot ambulatory training session on our CARES Community Bus. To build confidence and independence among young commuters with special needs, we organised familiarisation sessions on the CARES Community Bus for 459 students from special education schools, and provided train components to AWWA School to create a mock-up train cabin — offering students a safe, controlled environment to practise boarding, alighting and navigating public transport.

# SAFETY AND HEALTH

Upholding the safety and health of our customers, employees and communities.

Safety is at the heart of everything we do. From our frontline teams to every bus and train journey, we are committed to protecting the well-being of both our customers and employees. Through robust safety standards and comprehensive management systems, we strive to create a transport environment that is safe, secure and reliable for all.

## CUSTOMER SAFETY AND HEALTH

### Championing Safety Excellence

Guided by our Safety and Health Policy, we remain committed to upholding the highest safety standards across all train and bus operations and facilities. This commitment is demonstrated through proactive measures such as monthly management meetings that review safety statistics, monitor incidents and accidents, ensure closure of follow-up actions and drive continuous safety initiatives and innovations.

These achievements are supported by robust processes to achieve continuous improvement. All accidents and near misses are thoroughly investigated to identify both immediate and root causes. Remediation measures are taken promptly, while drawing up longer-term prevention strategies, including procedural enhancements, stricter operating standards, technology adoption and updated training programmes that incorporate lessons learned from past incidents.

To complement these efforts, we maintain transparency and trust by keeping stakeholders informed of corrective actions and mitigation measures aimed at preventing safety breaches. Customers and stakeholders such as contractors and employees can also reach us through the SBS Transit Customer Care hotline, email or use a dedicated QR code to submit feedback on any safety observation. This reinforces our commitment to open communication and responsiveness to safety concerns.

### Strengthening Road and Bus Safety

We remain steadfast in our commitment to strengthening road and bus safety through a holistic approach that combines operational enhancements, advanced technologies and proactive engagement. During the year, we introduced onboard safety announcements on key services to encourage responsible commuter behaviour and implemented an audio alert system that prevents handbrake-related incidents - a feature that earned a Star Award at the LTA Public Transport Safety and Security Awards.

For our Bus Captains, we advanced anti-fatigue safeguards with the installation of 750 Goldeneye units, with full fleet deployment reaching 1,000 units by 2025, and continued the rollout of DriveSafe+ technology to monitor and optimise driving performance.



Ms Sun Xueling, Senior Minister of State, Ministry of National Development and Ministry of Transport, visited our booth to learn more about our award-winning safety initiatives.

SAFER AND INCLUSIVE JOURNEYS  
**SAFETY AND HEALTH**

**Bus Business: Road and Passenger Safety**

	2023	2024	2025
<b>Road and passenger fatalities</b>	3 (inclusive of 2 not-at-fault cases)	4 (inclusive of 1 not-at-fault case)	2 (both not-at-fault cases)
<b>Passenger injuries – including 3<sup>rd</sup> parties (Rate per million passengers)</b>	367 (0.42)	325 (0.38)	361 (0.45)
<b>Number of bus accidents per 100,000km</b>	0.15	0.15	0.17

We fostered a strong safety culture through the Safety Focus Group, which promotes collaboration among Bus Captains and operational leaders, and by recognising individuals with exemplary safety records. Our outreach programmes, including “No Falls On Board” engagements at Active Ageing Centres and schools, reinforce public awareness and shared responsibility for safe travel. In 2025, we achieved certification in ISO 39001:2012 Road Traffic Safety Management Systems, reinforcing our structured and data-driven approach to managing road safety risks.

In 2025, we saw an increase in accident rates, reflecting the broader rise in traffic incidents reported across Singapore that year (Singapore Police Force, “Traffic Accidents Rose in 2025”). As we move forward, we remain committed to enhancing safety through the adoption of technologies and public outreach. We also look forward to incorporating the forthcoming Bus Safety Tripartite Taskforce recommendations, which will guide the next phase of our safety enhancements and further align our operations with industry best practices.



“No Falls Onboard” engagement at Active Ageing Centres.

**Rail Business: Enhancing Escalator Safety**

In 2025, we strengthened escalator safety through targeted technological enhancements and community engagement initiatives. The deployment of dual-speed escalators was expanded across the network, reaching a total of 89 units. These escalators operate at slower speeds during off-peak hours to reduce accident risk while maintaining operational efficiency.

Complementing these measures, we did a series of outreach programmes, including roadshows at the five stations with the highest incident rates and engagements with OTIS and the Building and Construction Authority, together with commuters and resident networks to promote safe escalator practices. To further reinforce commuter safety, ‘escalator safety ambassadors’ were stationed at high-risk locations, providing guidance and raising awareness.



Escalator community outreach at Punggol Shore Community Club.

**EMPLOYEE AND CONTRACTOR SAFETY AND HEALTH**

**Building a Safer Workplace**

We uphold collective responsibility for the safety and well-being of our employees, contractors and partners, guided by our Safety and Health Policy and Risk Management Framework and General Procedure. We ensure strict compliance with the Workplace Safety and Health Act and its subsidiary legislation. This commitment is operationalised through robust risk control principles and reinforced by active engagement, including quarterly safety workgroups and regular contractor meetings.

Risk management is embedded across all operations. Department heads ensure their Risk Assessments are conducted for all activities including those undertaken by contractors. To maintain high standards of competency,

SAFER AND INCLUSIVE JOURNEYS  
**SAFETY AND HEALTH**

team leaders undergo formal WSQ Risk Management training, and all personnel receive training to identify and mitigate hazards. Our system undergoes annual management reviews and external audits, supported by monthly safety observations and quarterly joint walkabouts by senior management and union representatives. Structured internal audits and hazard reporting emphasise root-cause analysis to prevent repeat incidents.



DTL management conducting safety walkabouts.

In 2025, SBS Transit maintained ISO 45001 certification for its occupational health and safety management system, underscoring robust governance and alignment with the Workplace Safety and Health Act and MOM's Approved Codes of Practice. The certified system applies to all SBS Transit employees, while contractor safety is managed through separate oversight and requirements.

There were no customer or passenger injuries related to our maintenance works. However, we recorded one case of regulatory non-compliance by a maintenance employee on DTL. An immediate Stop Work Order was issued, followed by a Safety Time-Out to verify safe conditions, compliant work practices and staff competence. To prevent recurrence, we reinforced safe operation and maintenance requirements for electrical equipment with our rolling stock staff.

**Innovating for Safety**

In 2025, we introduced innovative tools to enhance operational safety and efficiency. Among these were the Air Bellow Tool (ezy\_Bellow), which reduces task time by 40 minutes per double-deck bus while eliminating pinch-point hazards and ergonomic strain. We also introduced lifting aids for traction links and high-speed circuit breakers, along with implementing a system to reduce the risk of injury from accidental contact with live contact pins. These initiatives were part of 17 projects recognised for excellence, earning Star Awards at the LTA Public Transport Safety and Security Awards.

**Embedding Safety in Everyday Practices**

To strengthen awareness, we launched the '10/10/10' Safety Campaign, promoting 10 safe habits through monthly safety days and interactive booths. We also intensified efforts to address slips, trips and falls (STF) through a dedicated STF Taskforce, educational videos and hazard identification

exercises. 26 staff were appointed as Safety Champions, recognised for mentoring colleagues and promoting our safety culture.

**Strengthening Contractor Safety**

As a WSH Advocate for the second year in a row, SBS Transit continues to uphold high safety standards across its operations and supply chain. All contractors are required to participate in the bizSAFE programme, attain bizSAFE Level 3 certification and maintain robust safety management systems. To support partners, we provide in-house training and monthly knowledge-sharing sessions, complemented by quarterly engagement covering safe habits, lifting operations and road traffic management. Safety workshops, open to staff and contractors, offer comprehensive reviews of incidents and best practices, while joint initiatives such as the "last-mile safety programme" ensure safe pre-work conditions. We also recognise and reward contractors with strong safety records during contract awards. These efforts earned SBS Transit the bizSAFE Partner Award for both the Bus and Rail businesses at the Workplace Safety & Health (WSH) Awards 2025 for the third consecutive year.



SBS Transit clinched five prestigious awards in recognition of our strong commitment to workplace safety and health at the WSH Awards 2025.

The work-related injury rate per 100,000 employed persons improved from 109.5 in 2024 to 95.0 in 2025. While our Bus Business recorded a reduction in the number of recordable work-related injuries, our Rail Business experienced a slight increase. We remain committed to preventing workplace incidents by strictly adhering to all health and safety regulations and taking prompt corrective action following any incident. To drive continuous improvement, we continue to invest in comprehensive training, regular emergency drills and innovative technologies that enhance employee safety and security, with the overarching goal of achieving a zero-injury workplace.

## SAFER AND INCLUSIVE JOURNEYS

**SAFETY AND HEALTH****GRI 403-9****SASB STANDARDS ROAD AND RAIL TRANSPORTATION: TR-RO320A.1 AND TR-RA320A.1****Work-related Injuries**

	FOR ALL EMPLOYEES	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	1
Main types of work-related injury	Slips, trips and falls	Slips, trips and falls
Number of hours worked	27,964,167	11,192,807
OCCUPATIONAL HEALTH AND SAFETY RATES <sup>33</sup>		
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>34</sup>	0.46	0.09

**Work-related Injury Rate (WIR) Per 100,000 Employed Persons<sup>35</sup>**

	2023	2024	2025
Bus	188.0	106.4	80.0
Rail	181.3	119.0	142.9

**GRI 403-10****Work-related Ill Health**

	FOR ALL EMPLOYEES	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**

	TOTAL RECORDABLE INCIDENT RATE (TRIR) <sup>36</sup>	TOTAL FATALITY RATE
Direct employees	3.39 <sup>37</sup>	0
Contract employees	0	0

<sup>33</sup> Multiplier used to calculate occupational health and safety rates is 1,000,000.

<sup>34</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 employees is 27,964,167 and for contractors is 11,192,807.

<sup>35</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 2025, the total number of employees and contractors for Bus and Rail were 11,245 and 3,500 respectively.

<sup>36</sup> The calculation of total recordable incident rate is based on the formula of (number of total recordable incidents x 200,000) / man hours worked. The calculation of total fatality rate is based on the formula of (number of total fatalities x 200,000) / man hours worked.

<sup>37</sup> The 2025 figure reflects a change in methodology. Previously, only WSH-reportable bus incidents were included. In line with the SASB definition, the 2025 figure captures all road traffic accidents involving the Company, resulting in a higher reported number compared to prior disclosures.

# EMPLOYEE CARE

Prioritising the holistic well-being of our employees.

The well-being of our passengers relies on the well-being of the teams who keep our services running. That's why we prioritise the welfare of our employees, supporting their physical, mental and emotional health. Through mentoring, coaching and development programmes, we help them grow their skills and deliver safe, reliable journeys for the communities we serve.



## WELL-BEING AND WORK-LIFE HARMONY

A strong and positive workplace culture is central to our sustainability strategy, reflecting global expectations that employee health, safety and satisfaction form the foundation of responsible business. By fostering an engaged workforce, we empower our people to champion our organisational purpose and deliver consistent, high-quality experiences to our customers and stakeholders.

We provide preventive health programmes, including health screenings and free annual check-ups, alongside comprehensive mental wellness support: confidential in-person counselling, a digital wellbeing tracker for personalised guidance and regular webinars on mental health topics.

Full-time employees receive a comprehensive benefits package, including healthcare coverage, insurance protection, various leave schemes, complimentary local public transport, retirement benefits for non-executives, flexible work arrangements and access to digital mental health services.

Part-time employees receive a tailored benefits package that includes selected components of the full-time benefits programme, aligned with market practices.

A major highlight in 2025 was the launch of the GROW campaign during the opening of the Wellness Village at DTL Tampines Station. The campaign anchors our employee well-being strategy across four pillars: physical, workplace, financial and mental wellness. It was launched with the signing of an MOU with MoneyOwl to promote financial literacy and positive financial behaviours through structured programmes.

Under these pillars, we introduced targeted initiatives:



**Workplace Wellness:** Workplace Outreach Wellness (WOW) Programme, healthier food choices at NTWU canteens and flu vaccination drives.



**Physical Wellness:** Ergonomics training for Bus Captains at interchanges benefitting 107 participants, and social activities through UPlay such as Laser Tag, Escape Room, Karaoke and popular cross-border trips like the Johor Bahru Durian tour and Batam shopping tour.



**Mental Wellness:** 'ThoughtFull' app engagement through quarterly challenges and roadshows to normalise conversations on mental health.



**Financial Wellness:** Webinars on Lasting Power of Attorney and financial planning through our MoneyOwl partnership.

# SAFER AND INCLUSIVE JOURNEYS EMPLOYEE CARE

In 2025, we continued the “It’s Ok To Not Be Ok” campaign with ThoughtFull, offering chat and video therapy sessions with qualified mental health professionals. These were complemented by mental health roadshows, monthly webinars and leadership training on resilience and stress management.

We also continued the WOW Programme with the Health Promotion Board, offering free health screenings and holistic wellbeing activities:

- Nutrition: making healthier dietary choices
- Ergonomics: preventing and managing musculoskeletal issues
- Mental wellbeing: stress management and resilience-building
- Fitness: enjoyable activity breaks to promote physical health

Delivered through on-site and virtual formats, these initiatives strengthen a supportive workplace ecosystem that promotes comprehensive employee wellness.

Our continued focus on employee well-being earned notable recognition, including being named one of the Best Companies in Asia-Pacific 2025 by TIME and Statista, as well as the Bronze award for Excellence in Corporate Wellness at the HR Excellence Awards 2025. These achievements reinforce our progress and strengthen our commitment to cultivating a workplace where every individual is valued, supported and positioned to excel at SBS Transit.

## DIVERSITY, EQUAL OPPORTUNITY AND LABOUR MANAGEMENT RELATIONS

SBS Transit is committed to a diverse, inclusive and discrimination-free workplace. Our Diversity and Inclusion Policy, aligned with TAFEP, prohibits bias based on age, marital status, sexual orientation, disability, race, nationality, ethnicity, religion or political affiliation.

We embed these principles across the employee lifecycle through our 3E framework: Employ, Educate, Empower. This approach advances diversity beyond gender and ensures equal opportunities for all employees.

Our key initiatives for this year include:

- Increased the number of employed Persons with Disabilities (PWDs) from 36 to 59 individuals.
- Continued to enhance accessibility by upgrading depots, interchanges and stations with ramps, lifts, accessible toilets and sliding doors.
- Engaged employees and commuters through our Lead with Inclusiveness program and CARES Training 5.0.
- Expanded partnerships with social enterprises and Social Service Agencies who employ PWDs such as Bizlink, Project Dignity, Journey and MINDS.
- Enabling Pathway Programme, in which we redesign roles and expand opportunities for PWDs across Bus and Rail engineering positions. To date, we’ve inducted eight interns in the programme and sponsored three students in the Work-Study Diploma, all of whom have been offered full-time technician roles.

### Gender and Ethnic Diversity

SBS Transit upholds equal opportunity for all employees, regardless of gender, ethnicity or background. Guided by our DEI Policy, we actively strive to improve female representation across functions and leadership in a traditionally male-dominated sector. All employees complete mandatory DEI training to clarify responsibilities, address bias and foster a respectful culture. We strive for an equitable, inclusive workplace where diverse perspectives are valued and every employee can thrive.

SBS Transit is proud to be the only public transport operator in Singapore awarded the Enabling Mark (Gold), the nation’s highest accreditation for disability-inclusive practices, recognising our commitment to building an

## OUR 3E FRAMEWORK



SAFER AND INCLUSIVE JOURNEYS  
**EMPLOYEE CARE**

inclusive workplace through accessible hiring, reasonable accommodations and continuous training to support employees of all abilities.

Among our full-time employees, 9.9% are female, consistent with the previous year. We align closely with our DEI policy and continue to encourage greater female participation across all levels within our traditionally male-dominated industry.

**Recruitment, Selection and Promotion**

We uphold fair, transparent employment practices, including annual performance and career development reviews for all employees. Promotions are merit-based and informed by appraisal outcomes. As a TAFEP member, our recruitment and selection processes assess candidates for skills, experience and values aligned with SBS Transit’s culture and vision, reinforcing equal opportunity and non-discrimination.

**Remuneration**

Compensation is calibrated to grade, role and experience, with reference to market benchmarks. Performance is assessed against agreed targets, including the Balanced Scorecard, to ensure fairness and transparency.

Sustainability is embedded in performance evaluations - for example, Bus Captains’ eco-driving is tracked via telematics, breaches trigger coaching or penalties that may affect performance scores, salary increments and bonuses. Senior executive remuneration is linked to environmental and social milestones.

The Board-level Nominating and Remuneration Committee (NRC) approves remuneration for Senior Management, Senior Vice Presidents and above. We conduct annual reviews to close gaps and have engaged independent consultants since 2020 to benchmark total compensation for Department Heads and above.

In 2025, SBS Transit upheld its recognition with the Progressive Wage Mark (PWM) accreditation, highlighting our long-term commitment to providing equitable and progressive wages to lower-wage workers.

**Flexible Work Arrangements**

To promote work-life harmony, eligible employees may apply for flexible work arrangements:

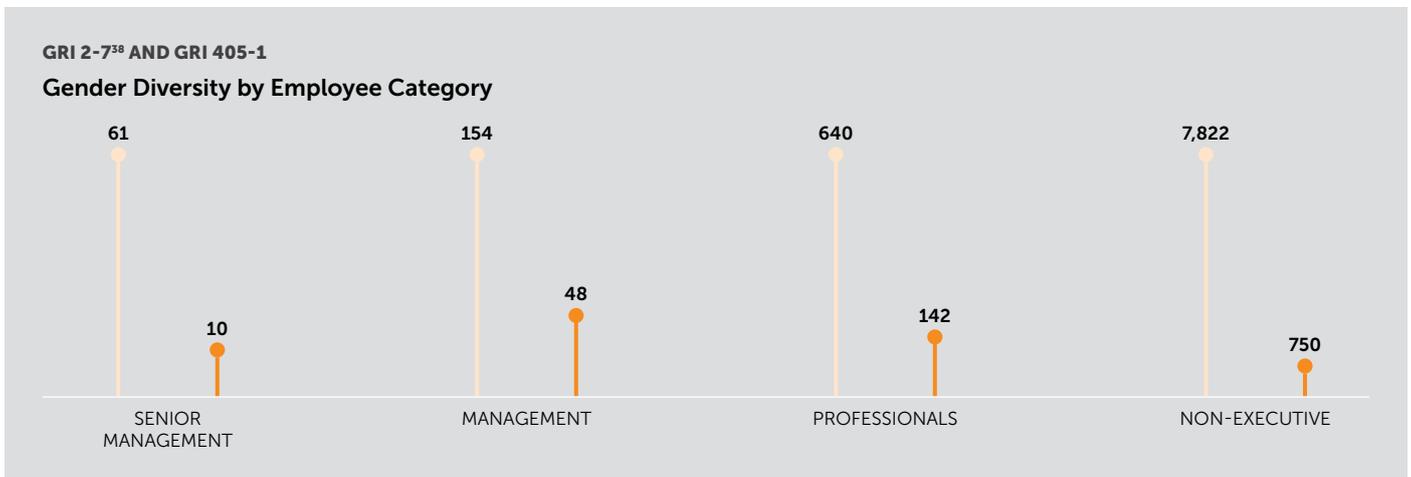
- Flexi-Time: staggered hours, shift swapping and flexible work weeks
- Flexi-Place: remote work (work from home)
- Flexi-Load: part-time work

**Human Rights and Fair Labour**

Our Human Rights Policy affirms our commitment to fair employment, freedom of association, collective bargaining, ethical labour practices, safe working conditions and diversity and inclusion.

We promote a speak-up culture. Employees may report discrimination or malpractice to Management, the Union or the relevant authorities. Alternatively, concerns about ethical or inappropriate conduct can be raised through our Whistleblowing Policy, which provides confidentiality and protection from retaliation within legal limits. We remain committed to fully supporting and cooperating in remediation efforts in circumstances where SBS Transit has caused or contributed to any adverse impacts.

All employees receive training on relevant policies and procedures to ensure awareness and compliance with applicable regulations. 74% of our workforce was covered by Collective Agreements. We received zero formal discrimination complaints.



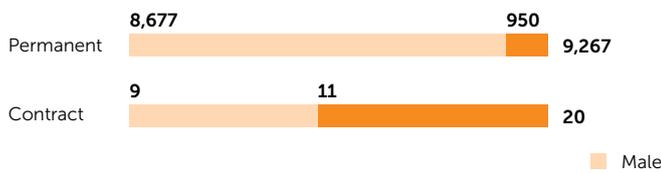
38 Employee figures reflect permanent, full-time staff in Singapore as at the end of the reporting period.

SAFER AND INCLUSIVE JOURNEYS  
**EMPLOYEE CARE**

**GRI 2-7 AND GRI 405-1**

**Gender Diversity by Contract Type**

FULL-TIME EMPLOYEES

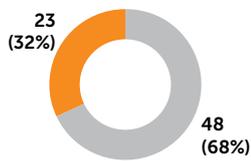


PART-TIME EMPLOYEES

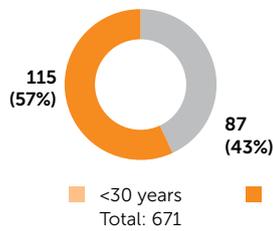


**Age Diversity by Employee Category**

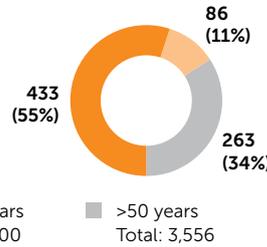
SENIOR MANAGEMENT



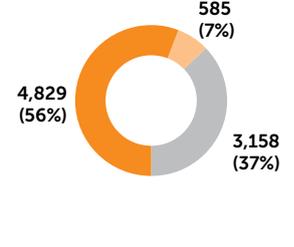
MANAGEMENT



PROFESSIONALS



NON-EXECUTIVES



**GRI 401-1**

**New Employee Hires and Employee Turnover by Gender and Age**

EMPLOYEE TYPE	CURRENT EMPLOYEES	NUMBER OF NEW HIRES	RATE OF NEW HIRES	NUMBER OF TURNS	RATE OF TURNOVER
<b>GENDER</b>					
Male	8,677	772	0.09	1,022	0.12
Female	950	130	0.14	134	0.14
<b>AGE GROUP</b>					
<30 years	671	210	0.31	142	0.21
30-50 years	5,400	526	0.10	511	0.09
>50 years	3,556	166	0.05	503	0.14

**SASB ROAD TRANSPORTATION STANDARDS: TR-RO-320A.2**

**Number of Total Voluntary and Involuntary Turnover Rate for All Employees**

Voluntary	4.84%
Involuntary	7.17%

**GRI 401-3**

**Parental and Childcare Leave**

	MALE	FEMALE
Total number of employees that were entitled to parental leave	6,629	559
Total number of employees that took parental leave	287	210
Rate of employees who took parental leave	4.3%	37.5%
Total number of employees that returned to work in the reporting period after parental leave ended	286	210
Return to work rate of employees that took parental leave	99.7%	100%
Total number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work	218	18
Retention rate of employees that took parental leave	96.0%	66.7%

## SAFER AND INCLUSIVE JOURNEYS

**EMPLOYEE CARE****GRI 405-2****Ratio of Basic Salary and Remuneration of Men to Women**

	MALE	FEMALE
<b>SENIOR MANAGEMENT</b>		
Basic Salary	1.00	0.92
Remuneration	1.00	0.93
<b>MANAGEMENT</b>		
Basic Salary	1.00	0.98
Remuneration	1.00	0.97
<b>PROFESSIONALS</b>		
Basic Salary	1.00	1.04
Remuneration	1.00	0.96
<b>NON-EXECUTIVES</b>		
Basic Salary	1.00	1.07
Remuneration	1.00	0.97

**GRI 2-21****Annual Total Compensation Ratio**

Ratio of highest paid : median value	19.32 : 1.00
Percentage increase in annual compensation for organisation's highest paid individual	26.20%
Median percentage increase in annual compensation for all employees (excluding the highest-paid individual)	0.25% <sup>39</sup>
Ratio of percentage increase in highest paid: median value	105.47% : 1.00

**EMPLOYEE TRAINING, UPSKILLING AND DEVELOPMENT**

Our talent development strategy is anchored in a competency framework spanning three domains: technical excellence, business performance and leadership. Training is delivered through our Competency Management System, providing structured, role-specific curricula, assessments and proficiency tracking.

Career development is embedded in our annual performance reviews and supported by Individual Development Plans tailored to job roles and seniority. We also continue to collaborate with the Institute of Adult Learning on programmes such as the Senior Bus Captain Service Mentor Programme, which builds

coaching capabilities, and the CARES Leadership Pathway, which enhances supervisory and managerial skills. To foster lifelong learning, we offer Education Awards for employees and provide global opportunities. In 2025, SBS Transit awarded a total of 55 SBS Transit Education Awards to the children of our employees who demonstrated academic excellence.

To strengthen our future talent pipeline, we continue to invest in scholarships and sponsorships, including support for postgraduate studies and participation in industry-linked scholarship programmes. The SBS Transit Scholarship is awarded to the top-performing scholar, recognising exceptional potential and helping us attract high-calibre talent to join the organisation and the industry.

**GRI 404-1****Training Hours by Gender and Employee Category**

	TOTAL NUMBER OF EMPLOYEES	TOTAL NUMBER OF TRAINING HOURS	AVERAGE TRAINING HOURS
<b>GENDER</b>			
Male	8,677	618,641	71.3
Female	950	68,987	72.6
Total	9,627	687,628	71.4
<b>EMPLOYEE CATEGORY</b>			
Senior Management	71	651	9.2
Management	202	5,327	26.4
Professionals	782	36,039	46.1
Non-Executives	8,572	645,611	75.3
Total	9,627	687,628	71.4

<sup>39</sup> The annual compensation includes one-off or extraordinary payments, which may fluctuate depending on the amounts declared based on financial performance and productivity gains. This can result in significant year-on-year variations in these percentages and ratios.

# SOCIAL ECONOMIC CONTRIBUTION

Creating positive social and economic impact for communities and society.

Mobility underpins vibrant communities - it enables seamless travel, connects people and places, activates shared spaces, improves access to essential services and supports local economies. By working with local stakeholders and improving access in underserved areas, SBS Transit strengthens connectivity and contributes to inclusive, dynamic neighbourhoods.

Our corporate social responsibility efforts for 2025 were anchored on four pillars: Corporate Philanthropy, Community Engagement, Employee Volunteerism and Environmental Stewardship (C2E2).

SBS Transit's impact was recognised with 3-Hearts Certification under the Company of Good framework and four awards at the Community Chest Awards, affirming our sustained contribution to community and social service.



SAFER AND INCLUSIVE JOURNEYS  
**SOCIAL ECONOMIC CONTRIBUTION**

In partnership with Social Service Agencies (SSAs), we organise community programmes and co-develop initiatives that deliver positive social outcomes, aligned with our commitment to sustainable urban development.

**Inclusive Experiences Through Nature - Sensory Garden Tours**

In collaboration with Gardens by the Bay, we developed the Sensory Gardens Tour to enable the visually impaired (VI) community to experience and enjoy the gardens through a multi-sensory approach. Our contribution also supported stipends for VI individuals to undergo training and participate as guides, creating meaningful and inclusive employment opportunities. Through this initiative, VI guides gained not only technical guiding skills but also enhanced confidence and independence, empowering them to pursue continued roles in community engagement and visitor experience.

**SBS Transit Hearts - Fund-Raising For Community Chest**

Our annual SBS Transit Hearts campaign mobilised corporate resources, employees and the public to champion social good. This year, a specially wrapped Hearts Bus served as a moving platform to raise public awareness and funds for the Community Chest. In parallel, we promoted inclusion and travel confidence for persons with disabilities by bringing beneficiaries from MINDS and SPD on public transport to attend a live concert at the Singapore Institute of Technology auditorium. By rallying our partners to contribute through corporate donations, the campaign successfully raised \$300,000 in support of vulnerable communities.

**AWWA School Collaboration**

In collaboration with AWWA School, we co-created a mobility learning space to equip students with essential life skills and build their confidence to travel independently, providing much-needed relief to caregivers. Donated train parts were repurposed to replicate a real train environment, enabling meaningful experiential learning in a safe and familiar setting. This is complemented by our CARES Bus, where students further practiced hands-on experiential learning in a real bus environment.

**Building Inclusive And Sustainable Communities**

SBS Transit advanced its social impact efforts by championing community inclusion, sustained support and environmental responsibility. We engaged actively in disability-inclusive and community-building events such as Walk for Work, Heartstrings Walk, the Purple Parade, Guide Dogs Singapore Flag Day and ComfortDelGro's Give Back in Senior Sports Day. Through Project V (MSF ComLink+), our employees provided ongoing mentorship and social support for lower-income families as volunteer befrienders. Complementing these efforts, our teams also participated in SG Clean Day activities at Sentosa and Gardens by the Bay, reinforcing our commitment to environmental stewardship and shared community responsibility.



*Meet the Designers*

**Empowering Young Design Talent Through Industry Collaboration**

In 2025, SBS Transit introduced a refreshed set of staff uniforms, the first major update in over a decade, developed through a meaningful collaboration with young designers from the Nanyang Academy of Fine Arts (NAFA). This partnership provided emerging fashion talents with an opportunity to work on a real-world design challenge while enabling SBS Transit to reimagine a modern, functional and professional look for its frontline employees. Staff were involved throughout the design process, ensuring that the final uniforms reflected their day-to-day needs in comfort, practicality and performance. The project also supported the development of local creative talent, with NAFA's Fashion Studies graduates working closely alongside SBS Transit's operations teams from concept to completion.