

MESSAGE FROM THE CHAIRMAN AND CEO

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CHENG SIAK KIAN
CHIEF EXECUTIVE OFFICER



BOB TAN BENG HAI
CHAIRMAN

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We are pleased to launch our maiden Sustainability Report this year which puts together all our efforts and initiatives into a comprehensive single report. Previously, some of our highlights were reported in a section of the Annual Report.

Sustainability is one of the key pillars in our business strategy. We are cognisant of the fact that what we do today determines our tomorrow – our future. For this reason, sustainability is not just a buzzword. It is essential in ensuring our long-term viability and success - not just for our customers but also for our employees and stakeholders.

Despite the persistent uncertainties brought on by the COVID-19 pandemic, we continued to double down on our sustainability commitments as we kept Singapore moving every day.

In April 2021, we established the Sustainability Committee at the Board-level, chaired by Professor Lim Seh Chun, to better integrate Environmental, Social and Governance (ESG) considerations into our business strategies. Our focus is on programmes and initiatives that can bring about meaningful changes with deep and lasting impact to our customers, employees and stakeholders.

We also conducted a materiality assessment to update and assess our key material ESG factors for relevance in our ever-changing environment and our strategies and approach to adopt moving forward. Through this process, 10 key material topics divided across the three pillars of ESG were established.

In the area of Environmental Sustainability, our goals and targets are aligned with the Singapore Green Plan 2030 with a clear focus on emission, energy, and resource efficiency.

To reduce carbon emissions, we will continue to work closely with the Land Transport Authority (LTA) as it replaces the entire fleet of public buses with green ones by 2040. We see ourselves as playing a supportive but active role in the testing of buses and offering feedback on their suitability in our local conditions and the issues faced. For instance, in 2021, we were among the first few to take delivery of the new electric buses that came with an overhead pantograph charging system. It takes just 25 minutes to power a bus for 125 kilometres as compared to three hours that a conventional plug-in charger will take. We continue to provide feedback to the LTA as it evaluates the models of green buses to purchase for sustainable mobility.

To further reduce Greenhouse Gas emissions, we expanded the installation of solar panels on our premises. Starting at the Gali Batu Depot in 2016, we now have solar panels installed at two other locations with our total renewable energy output in 2021 increasing by 20% to 2.4GWh. We expect to increase our renewable energy output

and reduce reliance on fossil fuels which is our commitment as an environmental steward.

In our operations, water is used largely for cleaning and washing of buses where the volume used does not have a significant impact on Singapore's water resources. However, we believe that every little drop counts and we will do our part to conserve and maximise the efficient use of water as part of our environmental sustainability plans. On this note, we have started to progressively replace the taps at our depots with high efficiency ones while our buses are put through automated bus washing machines where some 80% of water is recycled and reused.

In the social realm, our employees are at the very heart of our business and are our greatest asset. We strongly believe that a happy, engaged and competent workforce translates into providing a higher standard of service for our customers. Therefore, we continue to invest efforts and resources to recruit, train and develop our people.



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**CUSTOMER EXPERIENCE
REMAINS A KEY FOCUS
AS WE LOOK AT CREATIVE
WAYS TO BUILD
EMOTIONAL BONDS WITH
OUR CUSTOMERS AS THEY
TRAVEL FREQUENTLY ON
OUR PUBLIC TRANSPORT
NETWORK. PUTTING
CUSTOMERS FIRST AS
OUR PHILOSOPHY AND
SUPPORTED BY A SERVICE
EXCELLENCE CULTURE,
OUR AIM IS TO DELIGHT
OUR CUSTOMERS
WHO WILL BECOME
ADVOCATES OF PUBLIC
TRANSPORT USAGE.**



During the pandemic, we worked hard to keep them safe and kept morale high. We are heartened to have received the Excellence in Retention Strategy Gold at the HR Excellence Award 2021.

Being one of the biggest public transport operators, we have more than 10,000 employees and actively embrace diversity in our workforce. In 2021, we celebrated inclusivity by recruiting four employees with physical disabilities as station guides. On wheelchairs, they performed their duties alongside our frontline staff by helping customers with enquiries and directions. We are greatly encouraged by the passion and enthusiasm they have displayed at work and are looking to significantly hire more of them and assigning them to other roles.

An advantage is that they also provide us with insights on how we can do better in serving persons-in-wheelchairs as we deliberate on how we can do better to make travelling on public transport inclusive for all. Concurrently, we continue to partner social service agencies to implement initiatives that are practical and meet needs to enable customers with disabilities travel with confidence. We have several initiatives in the pipeline which we will roll out in 2022.

Customer experience remains a key focus as we look at creative ways to build emotional bonds with our customers

as they travel frequently on our public transport network. Putting customers first as our philosophy and supported by a service excellence culture, our aim is to delight our customers who will become advocates of public transport usage. We have much to do in this aspect and will devote more resources to strengthening our quality of service and customer care programmes.

In governance, cybersecurity and asset protection remain as material factors in our sustainability roadmap.

With pressing urgency for climate action, the sustainability journey ahead will be arduous. However, with grit, we are capable of achieving more for the betterment of the planet and future generations.

We thank our Customers, Employees, Partners and Stakeholders for their support in our sustainability journey. We look forward to their continued support and partnership.

BOB TAN BENG HAI
CHAIRMAN

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