



GOING THE DISTANCE

SUSTAINABILITY
REPORT
2021

ABOUT THIS REPORT

This is the first standalone Sustainability Report by SBS Transit Ltd (the “Company” or “SBST”). Previously, our sustainability efforts and initiatives were reported as part of the Annual Report. This standalone Sustainability Report is more comprehensive in both scope and depth as we took bolder strides forward. The content of this report will provide an overview on the Company’s primary activities and performance within the financial year ended 31 December 2021. It will also cover the company’s approaches, targets, and initiatives in relation to Environmental, Social, and Governance (ESG) aspects. Where applicable, data from previous financial years have been included for comparison.

REPORTING FRAMEWORK

This report has been prepared in accordance with the Global Reporting Initiative (“GRI”) Sustainability Reporting Standards, core option. The GRI Content Index can be found on pages 72-74.

We have also aligned to the Sustainability Accounting Standards Board (SASB), Road and Rail Standard as summarised in the SASB Disclosure Index that can be found on page 75.

PUBLICATION DATE

This Sustainability Report is published on 26 April 2022 and available on our website at sbstransit.com.sg.

EXTERNAL ASSURANCE

No external assurance was undertaken on this report. To further ensure the data robustness, we are planning to seek internal assurance on our sustainability processes from 2022 onwards to prepare for external assurance in the future.

FEEDBACK

We welcome your comments and feedback on our Sustainability Report as we progress on our sustainability journey. Please contact us at SBS Transit Customer Care at 1800-287 2727.

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**ABOUT
SBS TRANSIT LTD****OUR HISTORY**

SBS Transit Ltd (formerly known as Singapore Bus Services "SBS") was formed through the merger of three private bus companies in 1973 for the purpose of improving service standards of the bus transportation system. We grew quickly and by 1978, we were listed on the Singapore Exchange ("SGX") as Singapore Bus Service.

In 2003, SBS Transit (SBST) became a part of the ComfortDelGro Group when Comfort Group and DelGro Corp merged to form ComfortDelGro Corporation, one of the world's largest land transport companies. As part of an international, multi-modal transport company, we have been able to leverage the Group's extensive resources, expertise, and knowledge to bring about higher levels of service and comfort for our Singapore commuters. The name Singapore Bus Services (SBS) was helmed until November 2001 and was subsequently rebranded as SBS Transit on 1 November 2001 to reflect its bi-modal status as both a bus and rail operator when we won the licence to operate the North East Mass Rapid Transport (MRT) Line.

WHERE WE ARE TODAY

As the largest public bus operator in Singapore. We aim to provide world-class public transport, which is safe, comfortable, affordable, reliable, and friendly. Today, we operate more than 220 bus services with a fleet of over 3,500 buses comprising of single-deck, double-deck and articulated buses, of which 25 are diesel-hybrid buses and another 30 are electric buses.

On top of that, SBST also manages two of Singapore's six MRT lines in the network namely the North East Line (NEL) and the Downtown Line (DTL). The NEL is Singapore's third metro line and the City's first fully automated and driverless system. SBST also operates the Sengkang and Punggol Light Rail Transit (SPLRT) lines.

Every day, we carry millions of passengers on our extensive bus and rail network. But we believe in not just being a people mover - we believe in the journey, and not just the destination. Hence, we have invested extensively in technology and training, constantly looking to upgrade not just our operations but to continuously upskilling our employees so that they remain relevant to the industry and adapt to the ever-changing environment.

**OUR
VISION**

**MOVING PEOPLE IN A
SAFE, RELIABLE AND
AFFORDABLE WAY.**

**OUR
MISSION**

**TO ACHIEVE EXCELLENCE
FOR OUR CUSTOMERS,
EMPLOYEES, SHAREHOLDERS,
AND COMMUNITY. TO THIS
END, WE ARE COMMITTED
TO DELIVERING SAFE AND
RELIABLE SERVICES AT
AFFORDABLE PRICES, BEING
AN EMPLOYER OF CHOICE,
CREATING SIGNIFICANT
SHAREHOLDER VALUE AND
BECOMING A SOCIALLY
RESPONSIBLE CORPORATE
ROLE MODEL.**

**CORE
BELIEFS**

**TO ACHIEVE OUR VISION AND
MISSION, WE ARE GUIDED BY THE
FOLLOWING BELIEFS:**

- Be driven by our customers' needs
- Strive for excellence in everything we do
- Act with integrity at all times
- Treat people with fairness and respect
- Maintain safety as a top priority
- Collaborate with our partners for a win-win outcome
- Give our shareholders a reasonable return



MESSAGE FROM THE CHAIRMAN AND CEO

“
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.
”



CHENG SIAK KIAN
CHIEF EXECUTIVE OFFICER



BOB TAN BENG HAI
CHAIRMAN

MESSAGE FROM THE CHAIRMAN AND CEO

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.



MESSAGE FROM THE CHAIRMAN AND CEO



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.

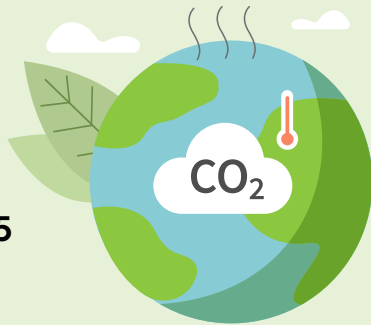
We thank our Customers, Employees, Partners and Stakeholders for their support in our sustainability journey. We look forward to their continued support and partnership.

BOB TAN BENG HAI
CHAIRMAN

CHENG SIAK KIAN
CHIEF EXECUTIVE OFFICER

2021 IN REVIEW

GREENHOUSE GAS EMISSIONS (tCO₂e)



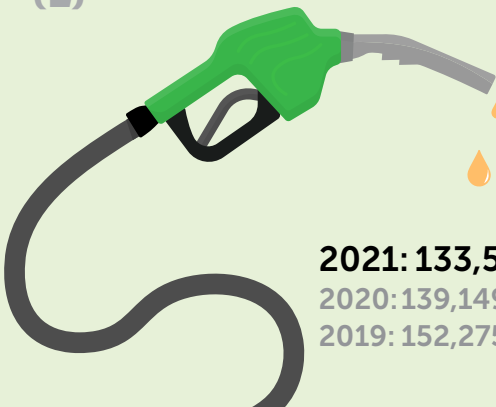
2021: 529,875
2020: 540,103
2019: 594,249



GREENHOUSE GAS INTENSITY (tCO₂e/S\$M)

2021: 404.2
2020: 438.8
2019: 411.2

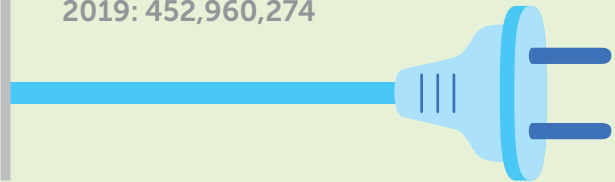
FUEL CONSUMPTION (L)



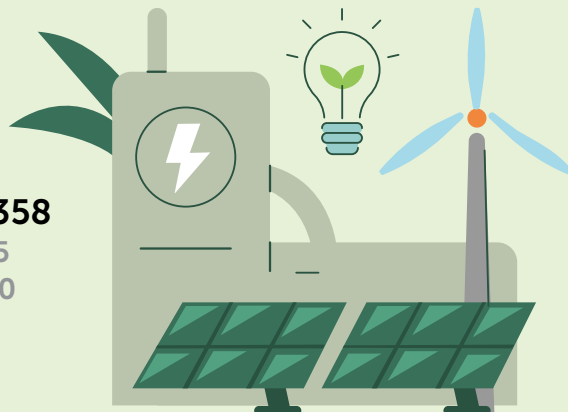
2021: 133,548,909
2020: 139,149,565
2019: 152,275,719

ELECTRICITY CONSUMPTION (kWh)

2021: 422,136,540
2020: 406,695,205
2019: 452,960,274

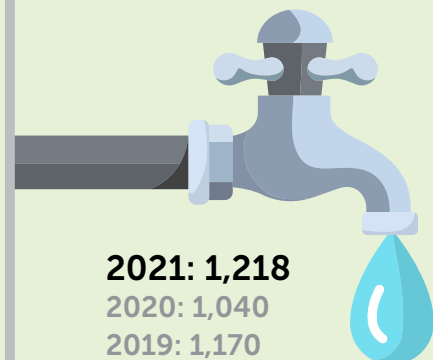


RENEWABLE ELECTRICITY GENERATED (kWh)



2021: 2,393,358
2020: 1,743,025
2019: 2,063,690

WATER CONSUMPTION (MEGALITRES)



2021: 1,218
2020: 1,040
2019: 1,170

2021 IN REVIEW

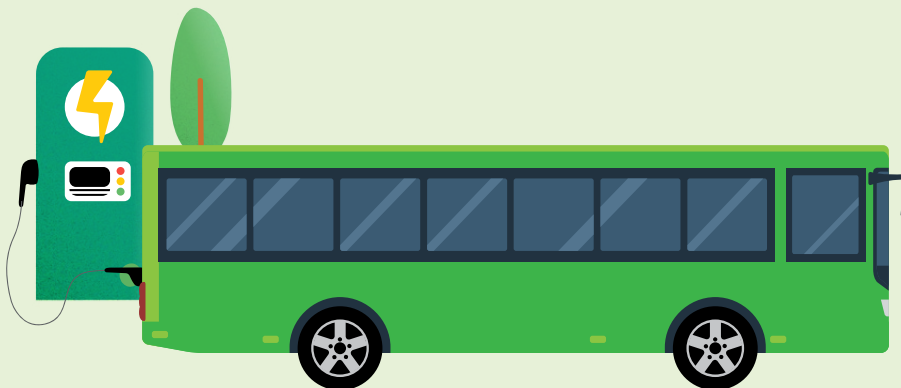
BUS FLEET



3,548
buses

EURO 5
AND ABOVE

81%



DIESEL
HYBRID/
ELECTRIC
BUSES

55

ROAD SAFETY

	2020	2021
Number of accidents per 100,000km	0.10	0.10
Passenger Fatalities	0	2



WORKPLACE
SAFETY



WORKPLACE INJURY RATE PER 100,000 EMPLOYED PERSONS	2020	2021
Bus	293.3	420.9
Rail	108.0	160.0

2021 IN REVIEW

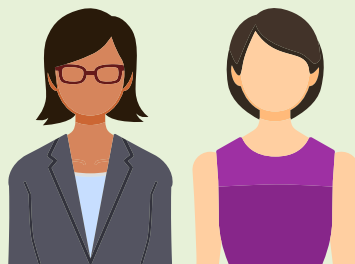
WHEELCHAIR ACCESSIBLE BUSES

100%



FEMALE EMPLOYEES

2021: 9.6%
2020: 10.2%



EMPLOYEES AGE >50 YEARS OLD

2021: 41.5%
2020: 40.2



DONATIONS

2021: \$597,000
2020: \$528,000

AWARDS AND ACHIEVEMENTS

ENVIRONMENT

- Winner - Energy Efficient Building (zero energy building) category by ASEAN Energy Awards 2021
Ulu Pandan Bus Depot

- Water Efficient Building (Basic) Certification by Public Utilities Board (PUB)
Gali Batu Train Depot and Ulu Pandan Bus Depot



Eco Office Certificate by Singapore Environment Council



GreenDNA Certified by Singapore Environment Council

SOCIAL

- Public Transport Safety Award - Rail Operator (Excellence) by LTA's Annual Safety, Health and Environmental Award Convention
North East Line

- Public Transport Safety Award - Bus Operator (Excellence) by LTA's Annual Safety, Health and Environmental Award Convention
Bukit Merah Bus Package

- Public Transport Safety Award - Bus Operator (Merit) by LTA's Annual Safety, Health and Environmental Award Convention
Jurong West Bus Package

- Excellent Service Award (EXSA) Award
749 Star, 250 Gold and 800 Silver awards

- National Kindness Award - Transport Gold
1 Outstanding Award, 171 Gold Awards

- Excellence in Retention Strategy (Gold) at the HR Excellence Awards 2021.

- Enabling Employment Pledge with SG Enable

- Sustainable Employment Pledge with Singapore Business Federation

- SkillsFuture Fellowship Award by SkillsFuture Singapore
Hainee Bin Abdul Rahman, Senior Technical Specialist

AWARDS AND ACCOLADES

GOVERNANCE

- Corporate Excellence and Resilience Award (mid-cap) at the Singapore Corporate Awards
- Singapore Governance and Transparency Index ranked 14th out of 519 listed companies
- Excellence Award for Shareholder Communications (mid-cap) at the Securities Investors Association (Singapore) Investors' Choice Awards
- Runner-up Award for Most Transparent Company (Industrials) at the Securities Investors Association (Singapore) Investors' Choice Awards



ISO 22301:2012 Certified
Business Continuity Management System for Bus, MRT and LRT operations and services



ISO 9001:2015 Certified
Quality Management System with consistent products and services for Bus, MRT and LRT services



ISO 45001:2018 Certified
Occupational health and safety standards for operations and maintenance services for Bus, MRT and LRT



ISO 55001:2014 Certified
Asset Management System for assets related to the provision of Bus, MRT and LRT services



OUR APPROACH TO SUSTAINABILITY

AS THE LEADING PUBLIC TRANSPORT SERVICE PROVIDER IN SINGAPORE, OUR VISION IS TO MOVE PEOPLE IN A SAFE, RELIABLE AND AFFORDABLE WAY. IMPORTANTLY, WE DO THIS IN A SUSTAINABLE MANNER WHICH IS FOCUSED ON MINIMISING OUR IMPACT ON THE ENVIRONMENT, ENSURING ROAD, CUSTOMER AND WORKPLACE SAFETY, ENHANCING THE WELL-BEING OF OUR EMPLOYEES AND THE COMMUNITY AS WELL AS UPKEEPING THE ROBUSTNESS OF OUR GOVERNANCE SYSTEM AND PROTECTING OUR ASSETS.

OUR APPROACH TO SUSTAINABILITY

BOARD STATEMENT

As the leading public transport service provider in Singapore, our vision is to move people in a safe, reliable and affordable way. Importantly, we do this in a sustainable manner which is focused on minimising our impact on the environment, ensuring road, commuter and workplace safety, enhancing the well-being of our people and the community as well as upkeeping the robustness of our governance system and protecting our assets.

Our commitment to safeguarding the interests of our stakeholders for sustainable growth comes under the governance of the SBS Transit's Board of Directors, which has identified sustainability as a key pillar in our overall strategy. The Board considers ESG issues as part of our strategy formulation particularly in three distinct areas:

- (i) Driving environmental stewardship to enhance sustainability in Singapore
- (ii) Reinforcing our social responsibilities to our customers, employees and communities
- (iii) Ensuring ethical business and strong governance practices

As a public transport service provider, we are mindful that the delivery of our services has a direct impact on the environment. To this end, we work closely with the Land Transport Authority (LTA) to reduce our carbon footprint. We wholeheartedly support the LTA in its commitment to introduce greener buses, with the entire fleet of public buses running on cleaner energy by 2040. We embrace sustainability in our organisation by practising responsible consumption and production; and the Risk and Sustainability Steering Committee is responsible to drive change within the organisation for long term success.

We care for our people and the people we serve. From the health and safety of our employees to the safety of our regular and physically challenged customers, we are constantly looking at ways to do better. We have also not forgotten the socially disadvantaged in our community. Our employees are committed to projects and activities that serve our community and help protect the environment. ESG matters as determined by our stakeholders and deemed to be material to value creation are integrated into our balanced scorecard, which is used to set objectives, drive behaviours, measure performance and determine remuneration. The Board Sustainability Committee reviews and approves these material issues quarterly and provide guidance to the Senior Management team to execute initiatives, manage and monitor these issues closely.

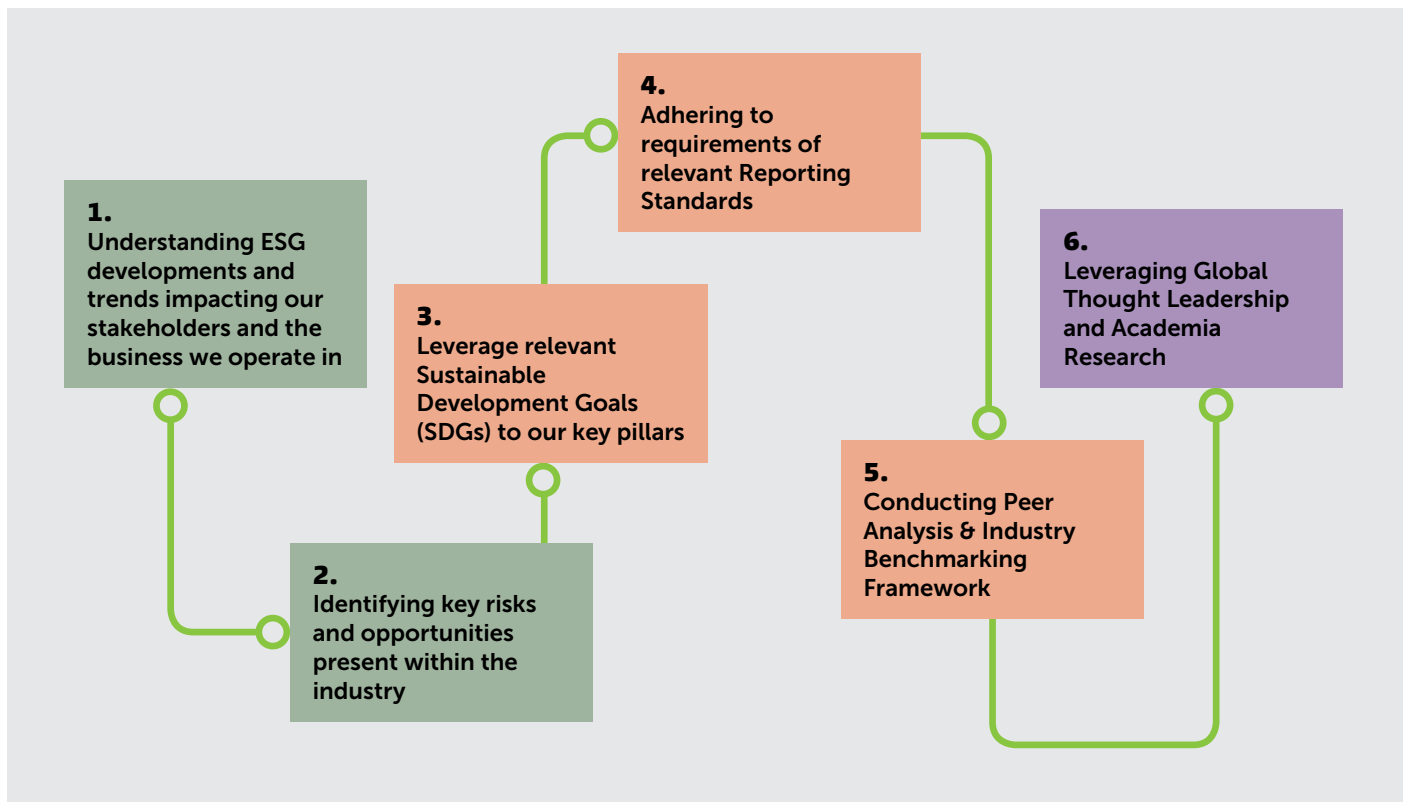
With a workforce of more than 10,000 people, we are committed to nurturing a corporate culture that encourages our employees to act ethically and with a strong sense of mission in meeting the needs of our customers that includes innovations and to ensuring transparent management and fair decision-making in this regard. With a strong emphasis on good corporate governance, we have enhanced the management oversight function of the Board of Directors by implementing appropriate measures such as reviewing the terms of reference of all Board Committees and building Board competence through relevant trainings and workshops.

OUR APPROACH TO SUSTAINABILITY

MATERIALITY ASSESSMENT AND APPROACH

To refresh and reprioritise key focus areas for SBST, we undertook a materiality exercise to identify material topics relevant to our stakeholders and the transportation industry in general. In addition to addressing our key stakeholders' expectations, this also allowed us to identify and adapt to emerging sustainability issues and market needs. It further helps us shape our sustainability strategy and focus our efforts on long-term goals that are aligned with the three key pillars of our sustainability framework.

The materiality assessment process was supported by an independent external consultant that assist us to identify material topics that are relevant to SBST. The following inputs aided in establishing our potential material topics:



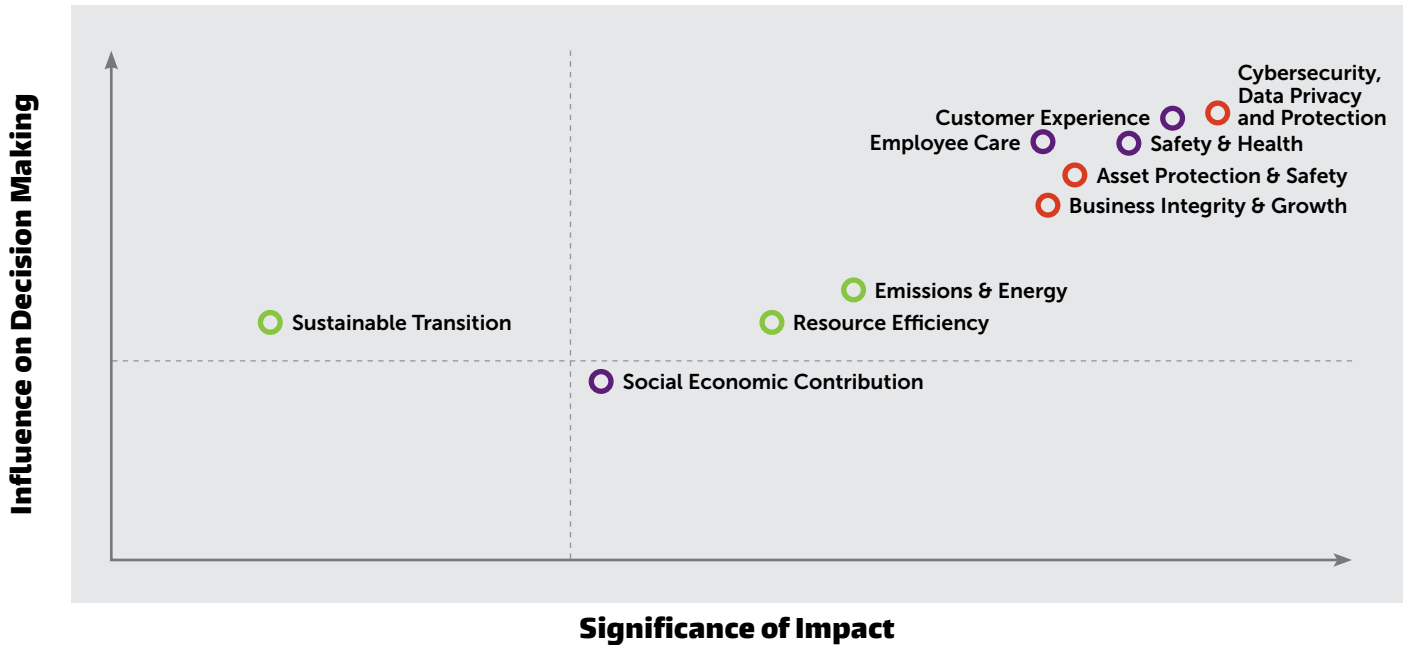
ENGAGING KEY STAKEHOLDERS

To anticipate and adapt to the rapid change in business landscapes and stakeholder expectations, internal and external stakeholders were engaged, to validate the identified ESG material topics and issues. A balance of both qualitative and quantitative interviews were obtained from SBST's key management, employees, regulatory agencies, shareholders, unions and suppliers via different modes of engagement. This includes interviews, live conferences, video workshops and surveys.

The results derived from our review of the materiality assessment interviews and surveys conducted were then analysed, assessed, and prioritised into areas of focus. In assessing materiality, the Board of Directors considered both quantitative and qualitative factors, deliberated and validated the material topics based on their understanding of the business and its internal and external stakeholders. Through this process, 10 key material topics divided across the three pillars of ESG were established. Under the 10 overarching material topics, 21 sub-topics were identified to aid in targeted efforts towards ensuring sustainability.

OUR APPROACH TO SUSTAINABILITY

MATERIALITY MATRIX







PILLAR	KEY MATERIAL TOPICS	PRIORITY	MATERIAL SUB-TOPICS
Environmental Driving environmental stewardship to enhance sustainability in Singapore	Emission & Energy	High	-
	Resource Efficiency	High	<ul style="list-style-type: none"> Water Waste management and circularity
	Sustainable Transition	Medium	<ul style="list-style-type: none"> Contribution to sustainable city development Green initiatives
Social Reinforcing our social responsibility to our customers, employees and communities	Safety & Health	High	<ul style="list-style-type: none"> Customer safety & health Employee and contractor safety & health
	Customer Experience	High	<ul style="list-style-type: none"> Quality of service Customer care and relationship Customer inclusiveness and accessibility
	Employee Care	High	<ul style="list-style-type: none"> Employee training, upskilling and development Wellbeing and work life balance Diversity, equal opportunity, human rights and fair labour
	Social Economic Contribution	Medium	-
Governance Ensuring ethical business and strong governance practices	Cybersecurity, Data Governance & Privacy	High	-
	Asset Protection & Safety	High	-
	Business Integrity and Growth	High	<ul style="list-style-type: none"> Corporate governance Regulatory & compliance, anti-corruption & anti-bribery Risk management & transparency Responsible supply chain & partnerships R&D technology innovation

OUR APPROACH TO SUSTAINABILITY




STAKEHOLDER ENGAGEMENT

SBST's approach to sustainability is firmly supported by our commitment to create long-term sustainable value for our Stakeholders, who are identified through our Risk Management process. Key Stakeholders, such as our Regulators, Customers, Shareholders, Employees and Partners are groups that can significantly impact or be impacted by our operations. SBST utilises the various channels highlighted below to regularly and actively engage our key Stakeholders.

We have also conducted an extensive stakeholder engagement exercise (refer to page 14), including in-depth interviews and online surveys.

STAKEHOLDER	FORMS OF ENGAGEMENT	PRIORITIES RAISED BY STAKEHOLDERS	OUR RESPONSE TO PRIORITIES
Authorities 	<ul style="list-style-type: none"> Regular and Quarterly Regulatory meetings with LTA Regular meetings with Ministry of Transport, Public Transport Council, Ministry of Manpower and the National Environment Agency 	<ul style="list-style-type: none"> Operation key performance indicators Safety and security Accessibility Carbon emissions reduction 	<ul style="list-style-type: none"> Review operation, safety and security performances Provide constructive feedback when Regulator reviews existing and implements new policies Identify and implement initiatives to cut carbon emissions
Customers 	<ul style="list-style-type: none"> Information counters at bus interchanges/MRT stations Regular updates on SBST website, and Social Media platforms QR code and hotline allow customers to reach us when there are queries and concerns Conduct customer satisfaction surveys Issue press releases on company related news 	<ul style="list-style-type: none"> Reliability Bus Captain Service Safety Security Overall service experience 	<ul style="list-style-type: none"> Operate services well according to planned schedules and good schedule adherence Adhere to robust safety standards and stringent checks across all operations Conduct up-to-date training to all BCs and Customer Service Officers to ensure the highest standards of safety, security and service are delivered Implement Safe Management Measures to keep our employees and customers safe during their commute
Communities 	<ul style="list-style-type: none"> School talks Community outreach programmes Media updates Train Station/Bus Interchange adoption programme 	<ul style="list-style-type: none"> Latest technologies Operation insights Maintenance insights 	<ul style="list-style-type: none"> Sharing fun facts and quiz Broadcast educational videos Site visits
Shareholders 	<ul style="list-style-type: none"> Annual General Meeting SGX announcements Press releases 	<ul style="list-style-type: none"> Active and adequate risk management Timely and accurate updates 	<ul style="list-style-type: none"> Committed to disseminate accurate and pertinent information to the market in a timely manner as part of good corporate governance

OUR APPROACH TO SUSTAINABILITY

STAKEHOLDER	FORMS OF ENGAGEMENT	PRIORITIES RAISED BY STAKEHOLDERS	OUR RESPONSE TO PRIORITIES
Union 	<ul style="list-style-type: none"> Regular meeting with key Union leaders Establish strong tripartite relationship Regular engagement lunches between ground managers and Union leaders Monthly productivity meeting Annual Management and Union retreat 	<ul style="list-style-type: none"> Job matching Remuneration Grievance handling Rewards and compensations Prepare workforce for the future Improve Operation, Safety and Security key performance indicators 	<ul style="list-style-type: none"> Work closely with Union to achieve win-win outcomes for all Collaborate with the Union to work with employees to improve Operation, Safety and Security key performance indicators
Employees 	<ul style="list-style-type: none"> Regular communication to ensure line of sight to achieve strategic/operational outcomes Biennial engagement surveys and more frequently via: <ul style="list-style-type: none"> Monthly team briefings to frontline employees Toolbox meetings to update Engineering employees Quarterly briefings to frontline supervisors Feedback channels via email, WhatsApp chat groups and face-to-face meetings to address concerns and feedback, including on mental wellness Regular visits by Management to the ground units 	<ul style="list-style-type: none"> Training and skills development Appraisal and remuneration Health and well-being at work Motivation and morale 	<ul style="list-style-type: none"> Organise seminars and training courses to ensure employees' skills remain relevant and future-ready Benchmark our employees' salaries to the market on an annual basis to ensure they are paid competitively Organise annual health screenings and coaching to promote healthy lifestyle among our employees Organise regular webinars and provide online resources to support the mental well-being of our employees Provide appropriate uniforms and personal protection equipment to enhance workplace safety Practice good management by walking the ground
Partners/Suppliers 	<ul style="list-style-type: none"> Work closely with our Partners and Suppliers to ensure the smooth delivery of our services Actively communicate our expectations on ESG matters 	<ul style="list-style-type: none"> Fair opportunity Collaborative relationship Timely and fair payment 	<ul style="list-style-type: none"> Ensure fair opportunity and responsible practices, as well as strict adherence to our Supplier Ethics Policy Use ComPASS, a new procurement software, to help us work more closely with suppliers to improve processes and ensure compliance on ESG matters.

OUR APPROACH TO SUSTAINABILITY

As a major public transport operator in Singapore, maintaining customer satisfaction and prioritising the safety and health of everyone is core to our business. Therefore, our sustainability approach is not only focused on driving environmental stewardship to enhance sustainability in Singapore, but also on reinforcing our social responsibilities to all.

OUR SUSTAINABILITY FRAMEWORK

Our framework is mapped with reference to the United Nations Sustainability Development Goals (UN SDGs), that are most relevant to our businesses. We support the achievement of these SDGs through our three key pillars below with established targets, commitment and implementation of measures.

CORE PILLARS OF SBS TRANSIT LTD

Driving environmental stewardship to enhance sustainability in Singapore	Reinforcing our social responsibilities to our customers, employees, and communities	Ensuring ethical business and strong governance practices
Ensure fuel, energy and water efficiency by integrating best practices into business operations.	Maintain the highest level of customer satisfaction, provide a safe and healthy environment for employees and customers, and uphold employee well-being.	Proactively maintain security processes and control measures to ensure compliance with local legislation and prevent data breaches to maintain compliance with regulatory boards.

HOW WE CONTRIBUTE TO THE UNITED NATIONS SUSTAINABILITY DEVELOPMENT GOALS

The UN SDGs are an urgent call for action by all countries, both developed and developing, to join hands in a global partnership to improve health and education, reduce inequality, and spur economic growth, while tackling climate change.

DRIVING ENVIRONMENTAL STEWARDSHIP TO ENHANCE SUSTAINABILITY IN SINGAPORE



● Achieved/on track
● Requires improvement

MATERIAL TOPICS	TARGETS BY 2030	2021 ACHIEVEMENTS	PROGRESS
<ul style="list-style-type: none"> Emissions & Energy 	<ul style="list-style-type: none"> 50% of bus fleets to be hybrid or electric Improve bus fuel efficiency of at least 2%, from the 2019 baseline Increase solar PV output to 7 megawatt-peak (MWp) 	<ul style="list-style-type: none"> Operated a total of 30 electric and 25 hybrid buses on revenue service Achieved 4.5% improvement in bus fuel efficiency Achieved Green Mark Platinum and Super Low Energy Building award for Ulu Pandan Bus Depot Expanded installation of solar panels at Gali Batu Depot Achieved solar PV output of 4.15 MWp 	●
<ul style="list-style-type: none"> Resource Efficiency Sustainability Transition 	<ul style="list-style-type: none"> 100% of all office buildings to be green Eco-office certified Promote Green corporate culture across departments 	<ul style="list-style-type: none"> Achieved Eco-office certification for all office buildings in Bus and Rail Businesses and Head Quarters Obtained Green-DNA award Achieved Water Efficient Building (Basic) Certification by Public Utilities Board (PUB) for Gali Batu and Ulu Pandan Depot Participated in Singapore's national waste reduction campaign 	●

OUR APPROACH TO SUSTAINABILITY

REINFORCING OUR SOCIAL RESPONSIBILITIES TO OUR CUSTOMERS, EMPLOYEES, AND COMMUNITIES



● Achieved/on track
● Requires improvement

MATERIAL TOPICS	TARGETS	2021 ACHIEVEMENTS	PROGRESS
<ul style="list-style-type: none"> Customer Experience 	<ul style="list-style-type: none"> Deliver high level customer service 	<ul style="list-style-type: none"> Achieved 74.5 points, above sector average of 74.4 points for our bus operations under the Customer Satisfaction Index of Singapore Achieved 78.2 points, above sector average of 74.2 points for our rail operations under the Customer Satisfaction Index of Singapore 	●
	<ul style="list-style-type: none"> Continuous improvements in mobility and inclusive accessibility for the communities 	<ul style="list-style-type: none"> 100% of bus fleet is wheelchair accessible Launched inclusive initiatives 	●
<ul style="list-style-type: none"> Safety & Health 	<ul style="list-style-type: none"> Zero fatalities 	<ul style="list-style-type: none"> Two road fatalities Zero workplace fatalities 	●
	<ul style="list-style-type: none"> Injury rates below national averages in our industry 	<ul style="list-style-type: none"> Kept injury rates below national averages for the transportation industry* 	●
<ul style="list-style-type: none"> Employee Care 	<ul style="list-style-type: none"> Commit to the key principles of fair employment practices Abide by labour laws Invest in education and training opportunities to develop our employees Promote digital training where possible 	<ul style="list-style-type: none"> Maintained a signatory to the Tripartite Alliance of Fair and Progressive Employment Practices (TAFEP) Achieved 27 training hours per employee 75% of the training places were conducted digitally Launched e-learning courses for BCs 	●

* Workplace Injury Rate (WIR) was 771 per 100,000 employed persons for the Logistics & Transport industry. The statistics is published by Ministry of Manpower in the Workplace Safety and Health Report 2021.

OUR APPROACH TO SUSTAINABILITY

ENSURING ETHICAL BUSINESS AND STRONG GOVERNANCE PRACTICES

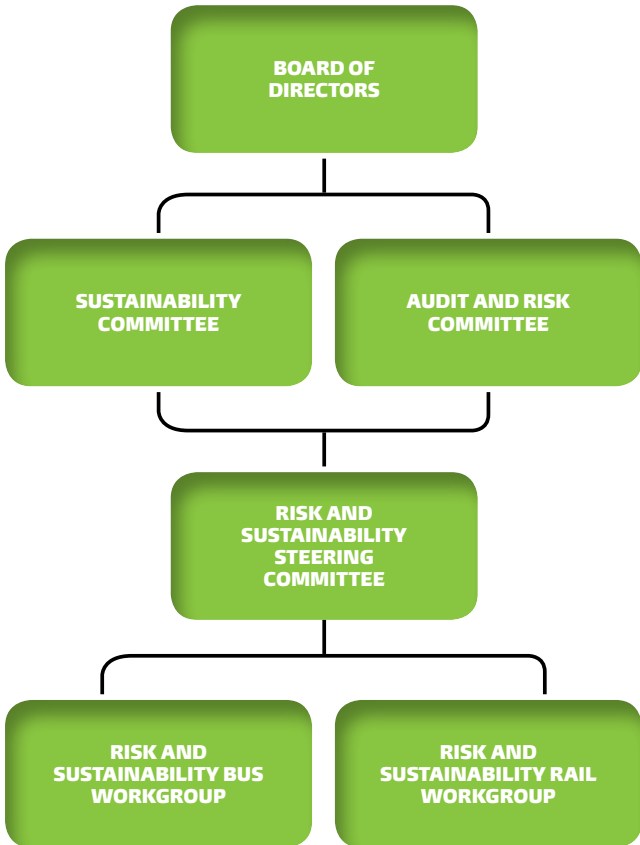


- Achieved/on track
- Requires improvement

MATERIAL TOPICS	TARGETS	2021 ACHIEVEMENTS	PROGRESS
<ul style="list-style-type: none"> • Cybersecurity, Data • Governance & Privacy 	<ul style="list-style-type: none"> • Zero major cybersecurity breaches • Zero major personal data breaches 	<ul style="list-style-type: none"> • Zero incidents of major cybersecurity breaches • Zero incidents of major personal data breaches 	●
<ul style="list-style-type: none"> • Asset Protection & Safety 	<ul style="list-style-type: none"> • Comply with all asset maintenance audit requirements • Ensure that only approved or authorised entry is allowed at depots 	<ul style="list-style-type: none"> • Passed all audits and complied with the requirements • All bus depots have been gazetted as Protected Places under the Infrastructure Protection Act (IPA) by Ministry of Home Affairs in March 2021 	●
<ul style="list-style-type: none"> • Business Integrity & Growth 	<ul style="list-style-type: none"> • Zero cases of corruption and fraud • Invest in new technologies to benefit the industry and communities • Drive innovation and change initiatives 	<ul style="list-style-type: none"> • No confirmed incidents of corruption and fraud • Partnered with ST Engineering Autonomous Solutions (STEAS) to operate an Autonomous Vehicle (AV) revenue shuttle at Jurong Island services from January to April 2021 	●

OUR APPROACH TO SUSTAINABILITY

SUSTAINABILITY AND RISK GOVERNANCE



SUSTAINABILITY COMMITTEE, STEERING AND WORKING COMMITTEE

Led by our Chairman Mr Bob Tan, the Board of Directors endorses SBST’s sustainability efforts championed by the Sustainability Committee chaired by Board Director, Prof Lim Seh Chun. ESG matters are deliberated by the Sustainability Committee on a quarterly basis, providing guidance to the Senior Management team in driving SBST’s sustainability ambitions.

The Sustainability Steering Committee, chaired by our CEO Mr Cheng Siak Kian, and comprising key members of our Senior Management team, establishes SBST’s sustainability strategies by providing directions and considering ESG issues as part of its strategic formulation and investments.

The Bus and Rail Sustainability Workgroups, spearheaded by Head of Bus, Mr Ivan Tan and CEO Rail, Mr Jeffrey Sim respectively, are assisted by Head of Departments from various fields of expertise. Each Workgroup convenes quarterly to review the progress and discuss how SBST can better implement initiatives and contribute to the Company’s ESG efforts.

AUDIT AND RISK COMMITTEE

As part of our wider governance framework, our governance policies and practices are aligned with the principles and guidelines set out in the Code of Corporate Governance issued by the Monetary Authority of Singapore on 6 August 2018.

Our robust Enterprise Risk Management Framework adopts the precautionary principle, enabling our Business Units to understand the nature and complexity of the risks involved in our operations. This includes ESG-related risks, and provides a systematic process to identify and review the risks and prioritise resources to manage them.

DRIVING ENVIRONMENTAL STEWARDSHIP TO ENHANCE SUSTAINABILITY IN SINGAPORE

**IN LIGHT OF THE 26TH CONFERENCE OF THE PARTIES TO
THE UN FRAMEWORK CONVENTION ON CLIMATE CHANGE
(COP26) HELD IN OCTOBER 2021, WE RECOGNISE THE
URGENCY TO COMBAT THE IMPACT OF GLOBAL WARMING.
WARMER TEMPERATURES OVER TIME ARE CHANGING
WEATHER PATTERNS AND DISRUPTING THE USUAL BALANCE
OF NATURE, POSING A RISK TO LIFE FORMS ON EARTH.**

DRIVING ENVIRONMENTAL STEWARDSHIP TO ENHANCE SUSTAINABILITY IN SINGAPORE

EMISSIONS & ENERGY	RESOURCE EFFICIENCY	SUSTAINABILITY TRANSITION
<p>Topic Message: Ensure fuel, energy and water efficiency by integrating best practices into business operations</p>	<p>Topic Message: Manage water efficiency and minimise waste generated through water harvesting and circularity activities (3Rs)</p> <p>Sub-Topics:</p> <ul style="list-style-type: none"> • Water • Waste management and circularity 	<p>Topic Message: Increase ridership by providing transportation accessibility to all</p>



In this chapter:

GRI: 302-1, 303-3, 303-5, 305-1, 305-2, 306-4, 306-5



According to the Intergovernmental Panel on Climate Change (IPCC), the extent of climate change effects on individual regions will vary over time and with it the ability of different societal and environmental systems to mitigate or adapt to change. As an island nation, Singapore is particularly vulnerable to certain climate change events, which is why active climate mitigation and resilience measures have been set out by the Singapore

Government. The Singapore Green Plan 2030 lays out how the Government plans to transition to a cleaner and more sustainable transport network. To contribute to the Singapore Green Plan, SBST supports LTA in its commitment to introduce greener buses, with the entire fleet of public buses running on cleaner energy by 2040.

DRIVING ENVIRONMENTAL STEWARDSHIP TO ENHANCE SUSTAINABILITY IN SINGAPORE

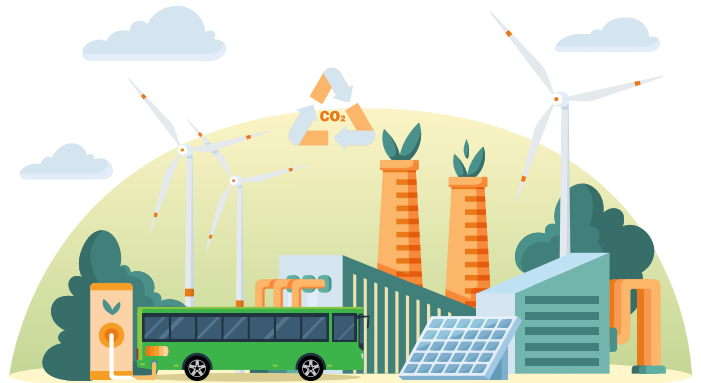
EMISSIONS & ENERGY

WHY THIS ISSUE IS MATERIAL

As a public transport service provider, we recognise our responsibility to reduce the impact we have on the environment and to constantly seek opportunities to reduce emissions. It is our aim to introduce greener modes of transportation for our customers and reduce our carbon footprint by providing them with environmentally friendly and efficient mobility at the same time.

HOW WE MANAGE THIS

To mitigate our impact on the environment, we have embarked on the use of solar energy. We are progressively improving diesel fuel consumption efficiency of our buses by using telematics to encourage good economical driving habits and reduce engine idling. Concurrently, we are working closely with the LTA to progressively introduce electric and hybrid buses to offer cleaner transportation modes.



OUR GREEN INITIATIVES

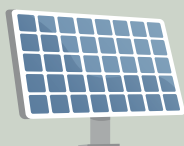
ENERGY EFFICIENCY AT OUR BUS AND TRAIN PREMISES

Since July 2018, our Ulu Pandan Bus Depot has been harnessing solar energy to power the facility during the day. It is the first depot in Singapore to be installed with the Solar PV Panel System with more than 2,000 solar panels installed on the building's rooftops that generates approximately 840 MWh of energy annually. Unconsumed surplus energy is fed into the national power grid system for utilisation. Our green efforts at the Ulu Pandan Bus Depot were recognised at the ASEAN Energy Award 2021 in the Energy Efficient Buildings and Green Buildings category.



In 2019, Singapore committed to scaling up its solar capacity by more than seven times from its current levels. This will increase the then achieved 260 megawatt-peak (MWp) of installed solar capacity to two gigawatt-peak (GWp) to meet the annual power needs and power around 350,000 households, or about 4% of Singapore's total electricity demand. To further improve on energy efficiency, Singapore

is increasingly investing in floating solar energy research and development (R&D) initiatives. In line with Singapore's vision, we have also expanded the installation of solar panels with 3.3MWp PV system to the Gali Batu Depot. Panels installed at our three sites generated 2.4 GWh energy in 2021, equivalent to the annual consumption of approximately 500 4-Room HDB flats each consuming 400kWh per month.



TOTAL INSTALLATION OF SOLAR PANELS AT 3 SITES



2.4GWh ENERGY GENERATED IN 2021



500 4-ROOM FLATS EACH CONSUMING 400kWh PER MONTH

DRIVING ENVIRONMENTAL STEWARDSHIP TO ENHANCE SUSTAINABILITY IN SINGAPORE

ENERGY EFFICIENCY AT OUR BUS AND TRAIN PREMISES (CONT'D)

	2019	2020	2021
	kWh	kWh	kWh
Ulu Pandan Bus Depot	860,690	863,216	860,036
Yio Chu Kang Bus Interchange	-	10,809	199,322
Gali Batu Train Depot	1,203,000	869,000	1,334,000
Total	2,063,690	1,743,025	2,393,358

Beyond our Solar PV ambitions, all our stations has met the Singapore Standard SS530 for "Energy Efficiency for Building Services". Energy efficient lightings such as Light Emitting Diode (LED) lighting and fluorescent light fittings are used in stations while natural light is employed at station entrances.

As a conscious effort, we have rolled out initiatives such as the installation of energy saving features on our escalators at our train stations where their speeds are automatically reduced when unused. We have also installed air conditioning systems with carbon dioxide sensors at the DTL stations to regulate the outdoor air supply to our stations to reduce

our energy consumption. Other environmentally friendly innovations have been implemented on our rail systems where new generation trains are designed with efficient regenerative brakes that will not only reduce their wear and tear on the mechanical brakes but also allow recovering kinetic energy to be converted for use in other areas every time a train stops. These trains are also installed with inverters to recover any excess regenerative energy from the braking of trains that can then be utilised by an accelerating train nearby or channelled back into the power distribution network for other uses.

OUR TRANSITION TO A CLEANER BUS FLEET

We ensure that all our existing diesel buses comply with the National Environmental Agency (NEA) and European Union (EU) emission standards (up to Euro 6). These standards aim to reduce harmful exhaust emissions. Our buses run on diesel which has consistent and high-performance combustion characteristics such as good ignition quality, ease of fuel flow and improved atomisation resulting in low exhaust emissions. The diesel we use also contains additives that translate into improved engine performance whilst keeping the fuel injectors clean, thus, reducing emissions. To contribute to cleaner air, we use high quality diesel with less than 10ppm sulphur contents from a renowned and reliable petroleum manufacturing company.

To maintain our fleet's optimum performance whilst maintaining fuel efficiency, we strictly adhere to the preventive maintenance (PM) regime, that includes exhaust smoke tests. Our buses are also subject to stringent inspections by LTA authorised vehicle inspection centres on a biannual basis.







To enable the transition to a cleaner fleet, LTA have begun to introduce electric and hybrid buses to our bus fleet. After the initial introduction of 25 hybrid buses and 20 electric buses from LTA into our operations, we further received another


10 electric buses in 2021, thus increasing the total number of electric buses to 30 during the year. In contrast to the first 20 electric buses which rely on overnight charging at the bus depot, the latest electric buses utilise opportunistic charging through a pantograph charger to charge the battery rapidly during layovers at the Bus Interchange.

A full charge on the pantograph takes 25 minutes and can power a bus for 125 kilometers as compared to the three hours that a conventional overnight plug-in charger will take.



DRIVING ENVIRONMENTAL STEWARDSHIP TO ENHANCE SUSTAINABILITY IN SINGAPORE

MODEL	BYD D9RA Electric Bus	Linkker LM312 Electric Bus	MAN A22 Euro 6 Diesel Bus
			
CO₂ Emissions (kg/km)	0.504	0.480	1.339
 Technology	Battery capacity (310kWh) Charge rate 150 kW DC Charge time ~2.5 hrs (Overnight Charging)	Battery capacity (177kWh) Charge rate 450kW DC Charge time ~20 mins (Opportunistic Charging)	Exhaust Gas Recirculation Diesel Particulate Filter Selective Catalytic Reduction (AdBlue)
 Battery Type	Lithium Iron Phosphate Batteries	Lithium Iron Phosphate Batteries	N.A.
 Passenger Capacity	80 (28 seating, 52 standing)	83 (28 seating, 55 standing)	88 (33 seating, 55 standing)



2021 ESTIMATED REDUCTION OF EMISSIONS

800 tonnes

Approximate annual emissions of

174 passenger cars

DRIVING ENVIRONMENTAL STEWARDSHIP TO ENHANCE SUSTAINABILITY IN SINGAPORE

MAINTAINING THE RELIABILITY OF OUR RAIL BATTERY MONITORING SYSTEM

As part of our efforts to further improve reliability, SBST Rail has installed an Automated Battery Monitoring System (BMS) which has greatly enhanced the overall productivity and safety in maintaining our Uninterruptible Power Supply. The BMS enables us to also implement a newly designed inspection regime, which includes smart real-time and online monitoring of battery voltage, temperature, and impedance at a set frequency.

We are able to achieve the following benefits through this initiative:

- i) **Reliability** – Mitigate human error and safety risks that may occur and remove the need for employees to have direct contact with energised batteries. The integration of the Automated BMS to the Downtown Line's existing



Integrated Supervisory Control System network enables the Power Facilities Regulator to monitor the battery's health condition remotely and accurately. This enables early detection of batteries with high temperatures so that they can be rectified immediately, to minimise the risk of fire and loss of backup power supply.

- ii) **Productivity** – Achieved more than 30% increase in efficiency, saving 300 man-hours on manual inspections every year. The batteries also have a longer shelf-life due to timely maintenance.
- iii) **Maintenance** – Leverage on digital data acquisition capabilities and achieve predictive maintenance. Conduct trend analysis of battery lifecycle patterns to prolong the battery lifespan, instead of depending on a five year preemptive battery replacement cycle which saves 9,000 batteries (57% reduction). As the solution involves minimal equipment set-up, quick installation, and turnaround, the BMS will be rolled out to the NEL depot and stations progressively.
- iv) **Environmental Impact** – By reducing the frequency of battery replacement with pre-emptive condition monitoring, we are able to reduce our carbon footprint in tandem with the reduction of lead acid battery disposal.



DRIVING ENVIRONMENTAL STEWARDSHIP TO ENHANCE SUSTAINABILITY IN SINGAPORE

OUR PERFORMANCE AND LOOKING FORWARD

Through optimisations in our operations, investments and adoption of green technology, we have seen improvements in our environmental performance. Our Scope 1 CO₂ emissions in 2021 totalled 357,643 tonnes, which is a decrease of 16,528 tonnes (4.5%) when compared to 2020 due to better fuel efficiency. Our Scope 2 CO₂ emissions in 2021 amounted to 172,232 tonnes, which is an increase of 6,300 tonnes (3.8%) when compared to 2020. The increase in electricity consumption is partially attributed to an increased adoption of electric buses in our fleet in 2021. Our target is to electrify 50% of our bus fleet by 2030, which will reduce our fuel consumption.

GRI 302-1 Energy Consumption Within the Organisation

FUEL CONSUMPTION BY TYPE (LITRES)	2019	2020*	2021*
Non-Renewable Fuels (Diesel)	152,176,790 (99.9350%)	139,146,555 (99.9978%)	135,545,321 (99.9973%)
Non-Renewable Fuels (Petrol)	3,145 (0.0021%)	3,010 (0.0022%)	3,588 (0.0027%)
Non-Renewable Fuels (CNG)	95,784 (0.0629%)	-	-
Total	152,275,719	139,149,565	133,548,909

ENERGY CONSUMPTION (kWh)	2019	2020*	2021*
Energy Purchased (kWh)	452,960,274	406,695,205	422,136,540
Renewable Electricity Generated (kWh)	2,063,690	1,743,025	2,393,358

GRI 302-3 Energy Intensity

ENERGY INTENSITY BY TYPE	2019	2020*	2021*
Total Fuel Intensity¹ (litres/S\$M Revenue)	105,367	113,047	101,884
Total Electricity Intensity² (kWh/S\$M Revenue)	313,424	330,405	322,045

GRI 305-1 Direct (Scope 1) GHG Emissions

GRI 305-2 Energy Indirect (Scope 2) GHG Emissions

GREENHOUSE GAS EMISSIONS (tCO ₂ e)	2019	2020*	2021*
Scope 1 (Direct Emissions)	409,215 (68.86% of total)	374,171 (69.28% of total)	357,643 (67.50% of total)
Scope 2 (Indirect Emissions from Electricity)	185,034 (31.14% of total)	165,932 (30.72% of total)	172,232 (32.50% of total)

GRI 305-4 GHG Emissions Intensity

EMISSION INTENSITY (tCO ₂ e/S\$M/REVENUE)	2019	2020*	2021*
Scope 1 + 2	411.2	438.8	404.2

* In 2020 and 2021, operations were affected due to the COVID-19 pandemic.

1 Includes non-renewable fuel consumption only.

2 Includes electricity purchased only.

DRIVING ENVIRONMENTAL STEWARDSHIP TO ENHANCE SUSTAINABILITY IN SINGAPORE



RESOURCE EFFICIENCY

Our efforts to ensure our vehicles and premises are clean and hygienic for use by our passengers and employees, in particular during the pandemic, has led to an increase in water usage and waste generated. While our activities do not have a significant impact on Singapore’s water resources, we nevertheless take our responsibility to minimise the impact we have on the environment in totality and this includes the

use of water resources. Towards this goal, we invest in water saving infrastructure, support water conservation initiatives, promote a water-conscious culture and implement responsible waste management practices.

WATER

WHY THIS ISSUE IS MATERIAL

At SBST, we recognise that water is a scarce and precious natural resource, and our water supply remains vulnerable to factors such as climate change. For instance, in 2021, Singapore’s reservoirs were running dry after a prolonged dry spell that lasted for several months. Water is essential for living and having a constant supply of it is necessary to meet the growing demands of our population. Hence, efficient management and responsible consumption of water is of great importance.

HOW WE MANAGE THIS

At SBST, we use water largely for cleaning and washing our vehicles and premises. At the Ulu Pandan Bus Depot, we have initiated the use of NEWater, which is non-potable water, for bus washing and to irrigate our rooftop garden.

OUR GREEN INITIATIVES

INSTALLING WATER EFFICIENT TAPS

To promote sustainable and efficient water practices, we have started to replace the taps at the wash basins with water efficient ones. We have completed tap replacements at the Ulu Pandan Bus Depot and the Gali Batu Depot and received the Water Efficient Building (Basic) Certification from the PUB. The new taps have 3-ticks, which is the highest rating in efficiency and performance, under the PUB’s Water Efficient Labelling Scheme.



REPORT WATER LEAKS

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Building Management

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PUB SINGAPORE'S NATIONAL WATER AGENCY

REDUCING WATER IN BUS WASHING THROUGH RECYCLING

To minimise water consumption and increase water efficiency, all our bus depots are equipped with automated bus washing machines that are fitted with an underground water recycling system to collect, filter and recycle about 80% of the water used in the washing process. The first rinse uses filtered recycled water while the final rinse uses clean water which is then drained back to an underground storage tank for filtration and reuse.

Water flow metres are also installed at each machine to track individual water consumption and monitor potential leaks. This also enables us to assess the effectiveness and efficiency of the water filtration and recycling processes for future enhancements.

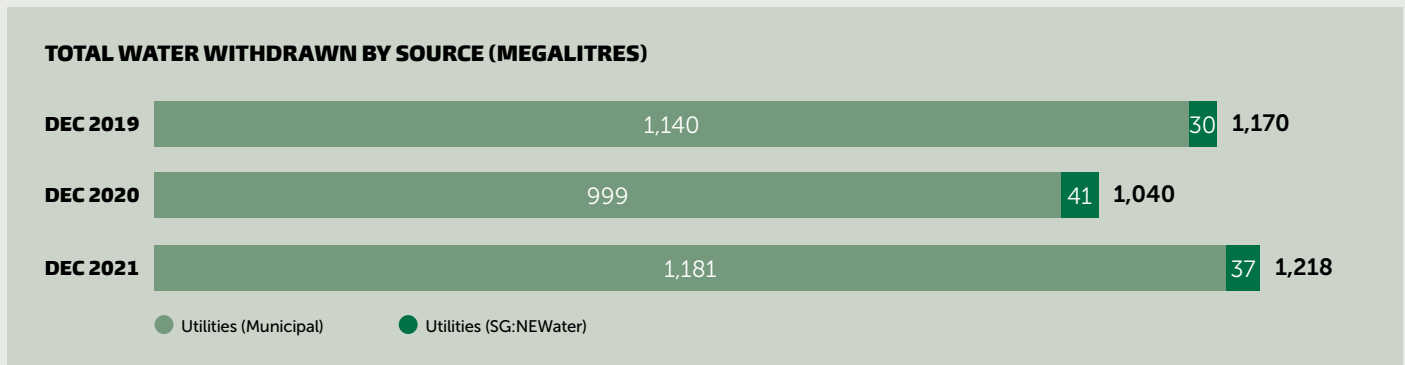
Regular plumbing audits are conducted at all our interchanges and depots to minimise leaks and ensure waste water is treated before it is being discharged, in compliance with regulatory requirements.

DRIVING ENVIRONMENTAL STEWARDSHIP TO ENHANCE SUSTAINABILITY IN SINGAPORE

OUR PERFORMANCE AND LOOKING FORWARD

In 2021, more of our public buses resumed operations following the easing of COVID-19 restrictions. This has led to an increase in water consumption due largely to bus cleaning and washing. We will continue to explore and incorporate more initiatives to reduce consumption and maximise the efficient use of water.

GRI 303-3 Water Withdrawal



Water Intensity

WATER INTENSITY (MEGALITRES/\$M REVENUE)	2019	2020*	2021*
Total Water Intensity	0.810	0.845	0.929

* In 2020 and 2021, operations were affected due to the COVID-19 pandemic.

WASTE MANAGEMENT AND CIRCULARITY

WHY THIS ISSUE IS MATERIAL

Waste management is a critical issue in today's world, especially in land scarce Singapore. Due to the COVID-19 pandemic, dining out was restricted and this resulted in a spike in food deliveries and take-out meals using plastic containers. This unfortunately generated an additional 1,334 tonnes of plastic waste in Singapore¹, which is equivalent to the weight of 92 double-deck buses. When discussing waste management, it is important to take into consideration methods of disposal, recycling, avoidance and reduction, as well as transportation of waste. Without adequate efforts being implemented, waste will continue to build over time which will become a grave concern, in particular, for land scarce countries such as ours.

HOW WE MANAGE THIS

At SBST, the bulk of our waste comes from the disposal of scrap materials from buses that have reached the end of their useful lives. Additionally, waste produced by our passengers also falls within our responsibility.

WASTE DISPOSAL WITH RECYCLING BINS

Employees are encouraged to dispose their waste into the recycling bins that are labelled for different materials. According to a study by a non-profit organization, Recycle Across America

(RAA), standardised recycling labels help increase recycling by more than 50% and significantly decrease the amount of trash or incorrect recyclables thrown into recycling bins and pollute that once valuable material.

Concurrently, digitalising our operations has led to a drop in paper waste as physical hardcopy documents and forms are no longer commonplace. In our Eco Office-certified workplace, employees are also encouraged to switch off the lights when they leave to conserve energy.



1 Based on a study led by six alumni students from the National University of Singapore's Master of Science (Environmental Management) programme

DRIVING ENVIRONMENTAL STEWARDSHIP TO ENHANCE SUSTAINABILITY IN SINGAPORE

OUR GREEN INITIATIVES

Operating approximately 30,500 bus trips a day, it is imperative that we regularly maintain our vehicles well to ensure roadworthiness, and reliability of service for our customers. To maximise the use of our resources, a tyre retreading initiative was rolled out that resulted in the reuse of more than 26,000 tyres, and reduced our waste by 1,467 tonnes in 2021.

At our train stations and bus depots, we are committed to procuring sustainable and green-label products such as floor detergents, hand soaps and toilet rolls – all of which are certified by the Singapore Green Labelling Scheme and the Singapore Green Building Council (SGBC).

All engine and transmission oils are properly managed and disposed in a responsible manner. While our workshop technicians and maintenance engineers are briefed on the safe use, handling and disposal of these hazardous fluids using the Material Safety Data Sheets at their regular safety toolbox meetings.



At the current rate of Singapore’s waste disposal, the Semakau Landfill is expected to be filled up by 2035. In alignment with the Singapore Green Plan to reduce waste sent to landfills by 20% by 2026, we leveraged our public influence to encourage the community to adopt a more sustainable lifestyle in the “Say Yes to Waste Less” campaign

which focused on reducing single-use disposables and food wastage. We displayed posters prominently at depots and offices to encourage the adoption of these sustainable practices.



A SECOND LIFE FOR OUR DECOMMISSIONED BUSES

Our decommissioned and retired buses are sold to scrap merchants who either export them for use overseas or reduce them to scrap metal.



A few of these decommissioned buses have been given a second life as they were repurposed for other meaningful uses. For patient rehabilitation, we donated a bus to the Tan Tock Seng Hospital for its soon-to-be-opened new Integrated Care Hub. It will be used to assist the Hospital’s occupational therapists in conducting bus simulation training for patients in a safe and controlled environment. This will prepare patients to resume daily routines such as boarding a bus safely after they are discharged.

Besides this, decommissioned buses have also been donated for educational purposes. In recent years, a bus was permanently parked in the compound of the St Andrew’s Autism School and another at Chao Yang Special School. These are to help build the confidence of students with special needs to travel safely and independently on public buses.

DRIVING ENVIRONMENTAL STEWARDSHIP TO ENHANCE SUSTAINABILITY IN SINGAPORE

OUR PERFORMANCE

The increase in hazardous waste arose due to planned replacement of batteries which have reached the end of their useful life for 10 DTL MRT stations. These batteries were responsibly managed and sent for recycling by our hazardous waste management vendor.

GRI 306-3 Waste Generated

TOTAL WASTE GENERATED (METRIC TONS)	2020	2021
Hazardous	168	504
Non-Hazardous	507	580
Total	675	1,084

GRI 306-4 Waste Directed to Disposal

WASTE DIRECTED TO DISPOSAL (METRIC TONS)	2020	2021
Hazardous Waste		
Landfill	-	-
Incineration	1	6
Total	1	6
Non-Hazardous Waste		
Landfill	-	-
Incineration	-	-
Total	-	-

GRI 306-5 Waste Diverted from Disposal

WASTE DIRECTED FROM DISPOSAL (METRIC TONS)	2020	2021
Hazardous Waste		
Recycled	167	498
Reused	-	-
Total	167	498
Non-Hazardous Waste		
Recycled	507	580
Reused	-	-
Total	507	580

DRIVING ENVIRONMENTAL STEWARDSHIP TO ENHANCE SUSTAINABILITY IN SINGAPORE



SUSTAINABILITY TRANSITION

By 2040, LTA aims for nine in 10 peak-period journeys to be made via the Walk-Cycle-Ride modes of transport. With heavy investments in the public transport network, it aims to make journeys seamless and convenient. For instance, travel to the city will take no more than 45 minutes and to the neighbourhood centres within 20 minutes. Besides reducing the average time taken to travel to work and bringing jobs closer to our homes, this commitment addresses Singapore's Green Plan to mitigate carbon footprint by as much as possible.

WHY THIS ISSUE IS MATERIAL

At SBST, we seek to increase ridership on our public transport network as it is one of the most environmentally friendly modes of getting around. On a per passenger-kilometre travelled basis, a car with only a driver uses nine times the energy used by a single deck bus which can carry up to 80 passengers and 12 times that used by a train with a load of some 1,400 people. The COVID-19 pandemic had affected ridership demand as work from home arrangements was the norm. However, as the situation evolves to become endemic, we expect demand to pick up again.

Today, our rail network extends to 83 km with trains operating at a frequency of between 2 and 2.5 minutes during weekday peak hours and our buses are running at an average frequency of 8.5 minutes during peak hours on weekdays. We will continue to work with LTA to promote the use of public transport as a choice mode of travel. By making greener and cleaner land transport accessible to all including persons with disabilities, we will be able to reduce our carbon emission contributions.

HOW WE MANAGE THIS

As a responsible major public transport operator, we are keenly aware of the important role we play in the preservation of the environment. To further reduce carbon footprint of public transport, LTA has committed to having the entire public bus fleet run on cleaner energy by 2040. In support of this, we are working very closely with the Authority on areas that we can contribute and provide support such as trialling new types of green buses and testing new and more efficient ways of charging electric buses.

OUR INITIATIVES AND LOOKING FORWARD

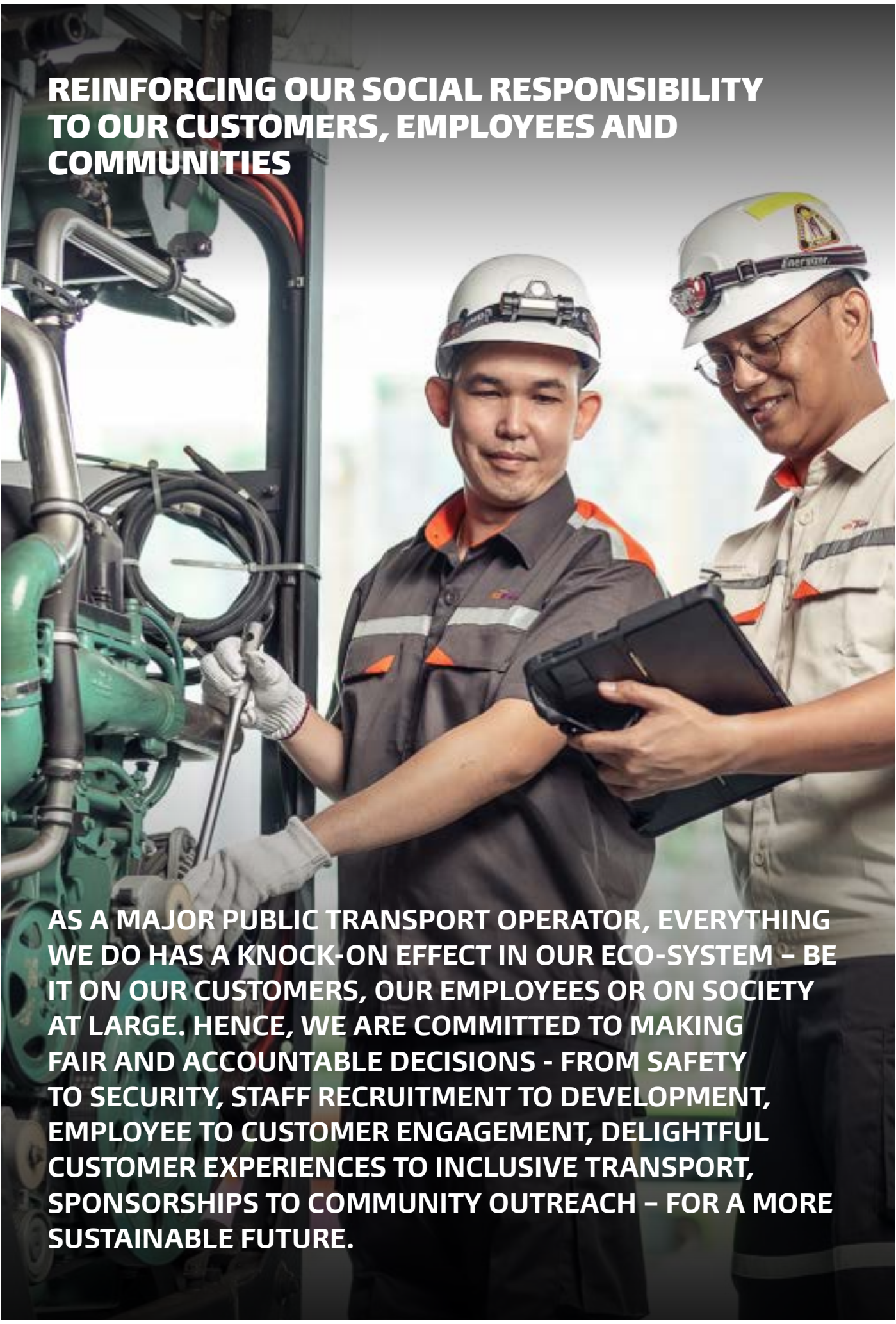
EXPANDING OUR RAIL NETWORK

In 2021, we operated 78 stations spanning 83km of rail networks on the NEL, DTL and Sengkang Punggol LRT. In 2023, the NEL Punggol extension is slated to open for passenger service with the addition of a new station – Punggol Coast.

LTA is also developing two new rail lines – the Jurong Region Line and the Cross Island Line – which will increase the rail network significantly and benefit customers as they increase connectivity and enhance resilience of the MRT network.

Meanwhile, as the rail network is set to increase, we will continue to work on the other aspects to make public transport a choice mode of travel. From providing good customer service to more comprehensive travel information, we will work harder to cater to the diverse groups of customers whom we serve such as students, working adults, those with physical disabilities, mothers with young children and the elderly. In doing so, we seek to increase public transport ridership and reduce the use of private transport to reduce carbon emissions and footprint.

REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES AND COMMUNITIES



AS A MAJOR PUBLIC TRANSPORT OPERATOR, EVERYTHING WE DO HAS A KNOCK-ON EFFECT IN OUR ECO-SYSTEM – BE IT ON OUR CUSTOMERS, OUR EMPLOYEES OR ON SOCIETY AT LARGE. HENCE, WE ARE COMMITTED TO MAKING FAIR AND ACCOUNTABLE DECISIONS - FROM SAFETY TO SECURITY, STAFF RECRUITMENT TO DEVELOPMENT, EMPLOYEE TO CUSTOMER ENGAGEMENT, DELIGHTFUL CUSTOMER EXPERIENCES TO INCLUSIVE TRANSPORT, SPONSORSHIPS TO COMMUNITY OUTREACH – FOR A MORE SUSTAINABLE FUTURE.

REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES AND COMMUNITIES

CUSTOMER EXPERIENCE

Topic Message:

Maintain highest level of customer satisfaction, demonstrate quality customer care and promote inclusivity

Sub-Topics:

- Quality of service
- Customer care and relationship
- Customer inclusivity and accessibility



On our website:

More information on our policies and guidelines: Special assistance at <https://www.sbstransit.com.sg/special-assistance>



CUSTOMER EXPERIENCE

At SBST, we consider commuters as our customers. We value them as they are at the heart of what we do. "Putting customers first" drives our business ethos and delivering positive customer experience consistently is a key focus for us. Besides ensuring hygiene factors are well established, we also introduce initiatives to enhance the travel experience of our customers who include persons with disabilities. We strive to better understand and anticipate their needs by listening to them so that we can constantly improve to make their travel experience better and in so doing, foster strong customer relationships, build affinity and strengthen our brand equity.

QUALITY OF SERVICE

WHY THIS ISSUE IS MATERIAL

We believe that providing quality service is fundamental to our business ethos of "Putting customers first". It is also key in

promoting the use of public transportation and we are committed to making public transport the choice mode of travel. Providing quality service adds to making the customer experience delightful which will result in an increase in ridership and consequently, a drop in carbon emissions. Indeed, delivering quality service is a vital component in our customer experience if we are to grow and sustain our business for the long term.

HOW WE MANAGE THIS

To achieve this, we need to provide reliable, comfortable and safe journeys including seamless and convenient transfers with access to comprehensive travel information. Service reliability is also a key factor affecting the quality of public transportation. It is important for us to therefore provide the highest level of customer satisfaction which is supported by a service excellence mindset and culture.

REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES AND COMMUNITIES

OUR INITIATIVES

CARES – A SHARED VISION OF SERVICE EXCELLENCE

At SBST, we embrace a shared vision of providing customers with Caring, Reliable, Safe and Secure service. This is known as CARES which is anchored in eight service standards. All levels of staff including Senior Management attend the CARES service training to jointly build and engender a culture of service excellence. The CARES training curriculum also evolves to anticipate the changing needs of our customers.

CARING
Be Professional, Polite & Pleasant
Be Patient & Helpful

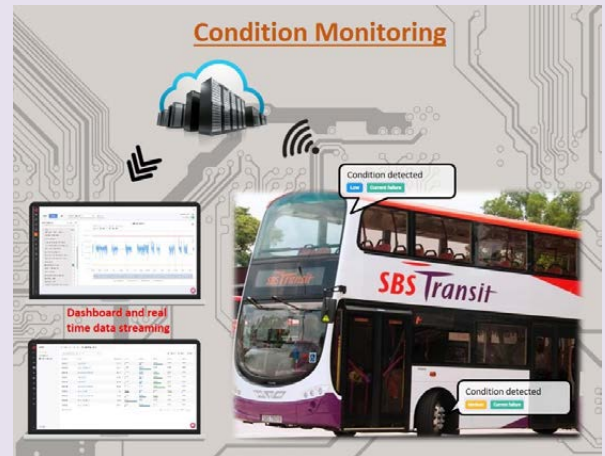
AGILE
Keep Learning
Be Innovative & Stay Ahead

RELIABLE
Be Dependable & Trustworthy
Collaborate & Excel

SAFE & SECURE
Think Safety First
Be Vigilant to Security Threats

ENHANCING RELIABILITY OF BUSES

In 2021, we invested in a bus condition monitoring system that alerts our workshop employees to real time fault detection and predicts the individual bus condition. With this, buses with faults can be recalled for timely repairs to avoid breakdowns on the road. This system developed by Stratio is the world’s leading predictive maintenance solution that is powered by Artificial Intelligence to deliver bus reliability for better customer service. By minimising bus breakdowns, our customers are better served with reduced down-time of buses.



PUTTING INFORMATION AT CUSTOMERS’ FINGER TIPS

Having access to travel information enables our customers to be in control of their journeys. With the proliferation of smart phones and mobile devices, our mobile application, “SBS Transit” puts information at the fingertips of customers. From real-time bus arrival timings at bus stops to a host of helpful information such as details of bus routes and operating hours, we constantly upgrade the application to provide new features to make it the ideal travel mate for customers.

In 2021, we introduced a map that shows the location of the bus en-route to the specified bus stop. Another new feature alerts passengers-in-wheelchair when lifts in the MRT stations are down so that they are able to better plan their journey and not get caught off guard.

From: Bishan Int	To: Punggol Temp Int
53009 - Bishan Int	Bishan St 13
53221 - Blk 115	Bishan St 11
53239 - Opp Bishan Stn	Bishan Rd
53249 - Blk 210	Bishan Rd

21	To: St. Michael's Ter	13 min
21A	To: Belf Tai Hoe Hotel	18 min
23	To: Tampines Int	5 min
64	To: Sims Pi Ter	5 min
65	To: Harbourfront Int	5 min
67	To: Choa Chu Kang Int	10 min
125	To: St. Michael's Ter	16 min
130	To: Shenton Way Ter	20 min

REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES AND COMMUNITIES

MAKING IT CONVENIENT TO REPORT FAULTS

We piloted a new fault reporting initiative which makes it easier for customers to report faults with the use of Quick Response (QR) codes on our buses and in bus interchanges. This is currently on trial at two major bus interchanges and on buses belonging to two bus services. We plan to implement this initiative across all 17 bus interchanges and bus services. For our trains and MRT stations, we had implemented this initiative about two years ago.



HOW WE FARE IN CUSTOMER SATISFACTION SURVEYS

In the Customer Satisfaction Index of Singapore 2021 conducted by the Institute of Service Excellence, we outperformed the industry in overall customer satisfaction. In the bus sector, we were marginally better with 74.5 points compared to the industry average of 74.4 points. In the rail sector, we were rated 78.2 points compared to the industry's 74.2 points.

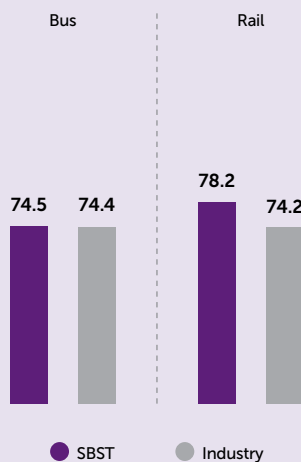
In the Public Transport Council's 2021 Customer Satisfaction Survey findings, SBS Transit scored 90.8%, against the industry's 92.0%. In the bus sector, we received a satisfaction rating of 90.6%, which was a tad lower when compared to the

industry's 90.8%. For rail, we received 94.3% in satisfaction rating, which was higher than the industry's 93.6%.

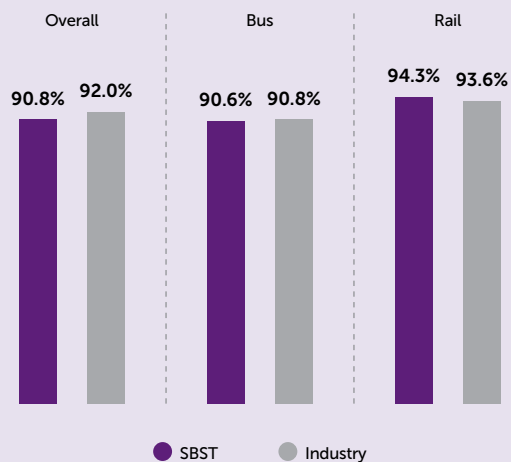
We also commissioned independent surveys to assess our customer satisfaction level. Our efforts to improve reliability resulted in more passengers giving us the thumbs up in this area. In 2021, 96.9% of them rated NEL as a reliable line compared to 93.8% the year before. Similarly, DTL's ratings as a reliable line also improved to 98.8% compared to 93.7% in 2020.

The bus surveys for two bus packages under the Bus Contracting Model - Seletar and Ulu Pandan are in progress.

CUSTOMER SATISFACTION INDEX OF SINGAPORE 2021



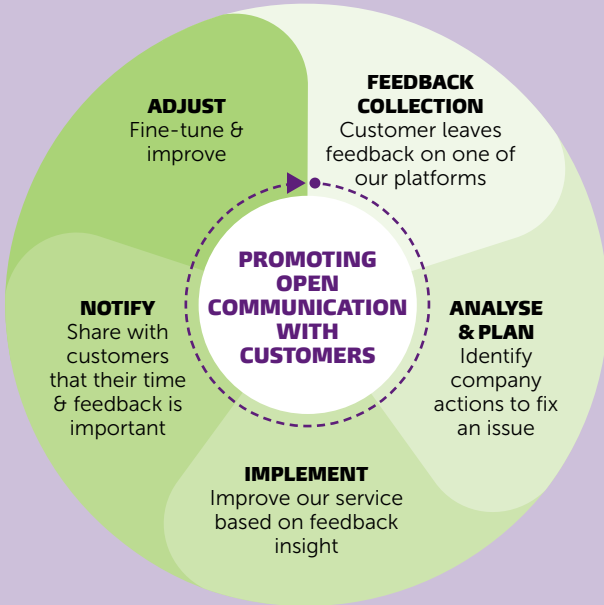
PUBLIC TRANSPORT COUNCIL'S 2021 CUSTOMER SATISFACTION SURVEY



REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES AND COMMUNITIES

FEEDBACK MANAGEMENT PROCESS

Customer complaints are investigated, tracked to resolution and monitored for trends which are regularly reviewed by Management. Besides surveys, mystery rider checks are conducted by our employees throughout the year to assess the service provided by our BCs.



CUSTOMER CARE AND RELATIONSHIP

WHY THIS ISSUE IS MATERIAL

Our customers matter to us and we are committed to putting care into every trip that we operate to deliver positive commuter experiences from journey planning to the next trip. Our customers are not mere digits and we seek to build strong relationship with them so that they can be our advocates – whether it is to support us during a crisis or encourage public transport usage among the community. Building connection with our customers also helps to grow our brand equity and reputation for long term sustainability.

HOW WE MANAGE THIS

To provide good customer care, we need to understand who are our customers and their travel needs and pain points. From developing journey maps to going the extra mile, we also encourage fellow customers to step in to be caring commuters and we are sure to recognise their acts of kindness.



HELPING A CUSTOMER ON BOARD WITH GREATER EASE

When we realised that a customer had difficulties boarding and alighting from the bus due to a knee problem, we made a special card for her so that she could show it to the BCs to lower the ramp for her every time. This dispelled any anxieties she faced and made boarding so much easier.



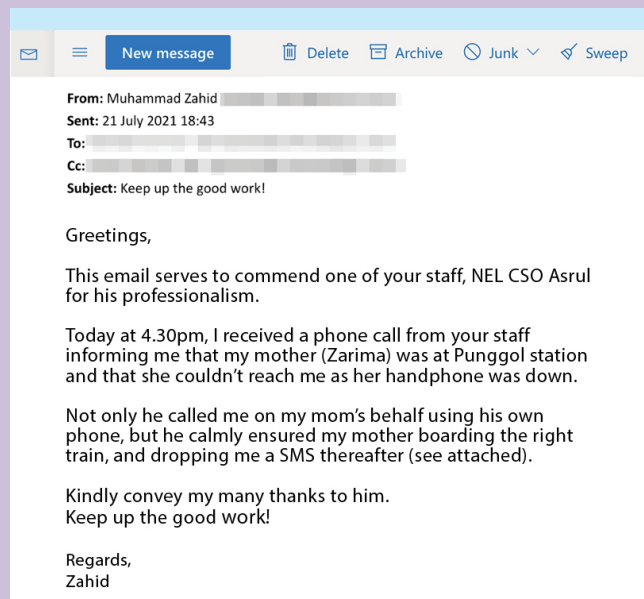
REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES AND COMMUNITIES

GOING THE EXTRA MILE THAT MADE A DIFFERENCE

A NEL Customer Service Officer went the extra mile to help a customer who could not contact her son regarding her medical appointment as her handphone had run out of credits.

Not only did he use his own phone to contact her son, he also ensured that she boarded the correct train and knew where to get off. And to top it off, he texted the son to assure him that his mother was on her way.

The son was bowled over by his service that he sent in a letter of compliments.



NOMINATING CARING COMMUTERS FOR AWARDS

Three customers sprang into quick action when they saw an elderly man lying on the ground in the station. He had no pulse and was bleeding. They performed CPR on him and also attended to his wounds. For their act of kindness, we nominated them for the Caring Commuter Award presented by the Public Transport Council. They received the Outstanding Award!



REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES AND COMMUNITIES

HELPING CUSTOMERS TO LOOK OUT FOR THOSE WITH VISUAL IMPAIRMENT AND IN WHEELCHAIRS

We held a 10-day long exhibition at the Toa Payoh Interchange to highlight the challenges faced by passengers-in-wheelchairs and those with visual impairment. Practical tips were also shared so that fellow customers can look out for each other to make travel on the public transport network safer and more gracious.



CUSTOMER INCLUSIVENESS AND ACCESSIBILITY

WHY THIS ISSUE IS MATERIAL

As an inclusive public transport operator, we believe firmly that public transport should be inclusive and accessible where our customers with disabilities can travel safely and with confidence to get around independently. Currently, more than 15% of our population is aged 65 and above and this number is expected to double in 15 years' time. With a greying population, we can expect to see an increase in more elderly customers and those with disabilities travelling on the public transport system. It is essential that our system is geared towards enabling them to

travel safely, independently and with confidence. In all that we do, our goal is to increase public transport usage for long term sustainability.

HOW WE MANAGE THIS

We reach out and collaborate with social service agencies (SSAs) to understand the challenges faced by vulnerable persons and those with disabilities and explore ways to address them. Through on-going initiatives, we work closely with partner SSAs in the implementation to ensure that they are practical in meeting needs and address concerns.



REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES AND COMMUNITIES

HELPING CUSTOMERS WITH DEMENTIA

Since June 2021, we have been working in partnership with Dementia Singapore to roll out "Find Your Way" - an initiative that helps people living with dementia to better remember the locations of the boarding berths of the services that they frequent at our bus interchanges and MRT stations.

In consultation with Dementia Advocates, the first of its kind initiative was launched at the Toa Payoh Bus Interchange which was divided into five zones. Each zone is represented by a colour-coded image of a traditional game of yesteryear. Complemented by directional floor stickers that are also colour-coded, they point the way to the respective boarding berths. Studies have shown that reminiscence can stimulate parts of the brain that deal with long-term memory and cognition which was how "Find Your Way" was conceived.

"Find Your Way" will progressively be extended to another three bus interchanges - Ang Mo Kio, Boon Lay and Hougang Central - and five MRT stations on the North East and Downtown Lines - Chinatown, Boon Keng, Kovan, Mattar and Geylang Bahru - which are frequented by elderly customers.



ALTHOUGH I KNOW I'M JUST LOOKING OUT FOR SERVICE 145, THE INTERCHANGE HAS MANY SERVICES AND BERTHS AND THIS CAN BE OVERWHELMING FOR ME. NOW, I JUST NEED TO FOLLOW THE PURPLE ARROWS AND LOOK OUT FOR THE PURPLE FIVE STONE STICKER.

IT REALLY MAKES A DIFFERENCE FOR ME AND I DON'T FEEL SO ANXIOUS AT THE INTERCHANGE ANYMORE. THESE EFFORTS ARE NOT ONLY HELPFUL FOR PERSONS LIVING WITH DEMENTIA LIKE MYSELF, BUT THEY ARE ALSO GOOD FOR OLDER FOLKS AS WELL.



MR JACK TAN

COMMUTER LIVING WITH DEMENTIA



REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES AND COMMUNITIES

PRIORITY BOARDING FOR PASSENGERS-IN-WHEELCHAIRS

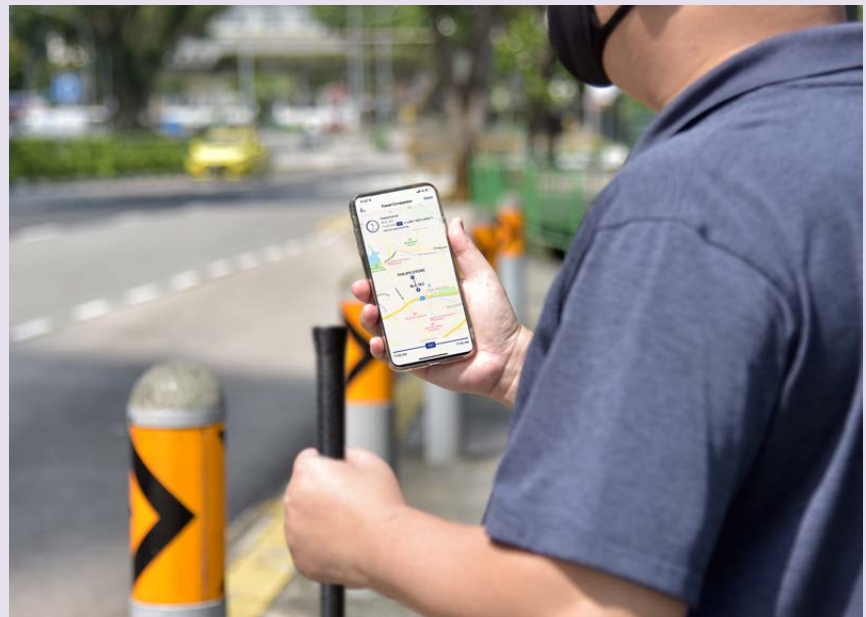
In 2021, we introduced priority boarding for passengers-in-wheelchairs at the boarding platforms across all 50 of our MRT stations. Large prominent floor stickers were installed to create awareness and visibility so that able-bodied customers will give way to them when boarding and alighting.



SUPPORTING LTA TO SERVE CUSTOMERS WHO ARE VISUALLY IMPAIRED AND IN WHEELCHAIRS

In recent years, we have been working closely with the LTA on a trial for MAVIS, a mobile application where users can activate audio announcements at boarding bus stops to alert BCs to provide assistance.

Done in collaboration with SG Enable, the Singapore Association of the Visually Handicapped, and INIT Asia-Pacific Pte Ltd, the trial was successfully conducted on selected SBS Transit buses and is now in use.



REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES AND COMMUNITIES

SAFETY & HEALTH

Topic Message:

Enhancing awareness to provide a safe and healthy environment for customers, employees and contractors.

Sub-Topics:

- Customer safety & health
- Employee and contractor safety & health



In this chapter:

GRI: 403-1, 403-9

On our website:

More information on our policies and guidelines: Safety Handling Emergencies at <https://www.sbstransit.com.sg/handling-emergencies>



CUSTOMER SAFETY & HEALTH

CUSTOMER HEALTH

WHY THIS ISSUE IS MATERIAL

With the easing of COVID-19 restrictions, ridership on public transport will increase as people start returning to the office and nightlife activities resume its buzz. It is important to ensure that our customers' health is protected as prior to COVID 19, we carried more than three million passenger trips daily through our extensive network of buses and trains in our densely populated city state. Providing a clean and hygienic environment will enable us to keep our public transport system moving reliably every day and enable customers to get to their destinations without any inconvenience.

HOW WE MANAGE THIS

We maintain a strict daily cleaning and disinfection regime for our vehicles and premises which is supported by a systemic process. Publicity and public education posters which are in line with the latest government health and hygiene advisories are also put up to inform customers to observe health protection measures while our employees will enforce them when they come into contact. We also enlist the support of the media to report about our cleaning and disinfection schedule to provide assurance to our customers that our vehicles and premises are clean as their health is a priority for us. On our own, we publicise our efforts on our suite of communication platforms including social media.

REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES AND COMMUNITIES

KEEPING CUSTOMERS SAFE DURING THE PANDEMIC

We stepped up our cleaning and disinfection regime across all our buses, trains, interchanges and stations to minimise the risk of the spread of COVID-19. Anti-microbial disinfectant spray continued to be applied in our buses and trains at regular frequency to maintain their level of protection. High commuter touch points in the stations and interchanges are cleaned once every two hours while train interiors are cleaned throughout the day.

To protect the public, mask-wearing is enforced and a no-talking policy is encouraged on our buses and trains to minimise the spread of droplets in the surrounding environment.

Hand sanitisers are strategically placed in interchanges and stations and topped up regularly for customer use.

All our buses are equipped with an Electrostatic Air Cleaner which filters air particles within each vehicle or cabin to offer an added layer of protection.



POSTERS TO REMIND EVERYONE TO KEEP SAFE

Public education reminders on practicing personal hygiene and keeping to Safe Management Measures are also displayed on the electronic screens in the interchanges and stations.



REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES AND COMMUNITIES

CUSTOMER SAFETY

WHY THIS ISSUE IS MATERIAL

As a responsible public transport operator, our customers' safety and well-being is of the utmost importance. A safe travel is part of good customer experience which will encourage public transport usage.

HOW WE MANAGE THIS

At SBST, our customers' safety is never taken for granted. We take it upon ourselves to ensure that our customers, in particular, the elderly can travel safely with us. All safety issues are tracked and analysed for trends. Senior management conducts monthly meetings to look at these issues which are tracked to resolution. Besides instituting safety protocols, policies and procedures, we invest in technology to help our BCs become safer drivers. We also conduct public education campaigns to increase customers' awareness and help them play an active role in ensuring their safety during travel.

ESCALATOR SAFETY CAMPAIGN FOR CUSTOMERS

Life-sized posters with bright colourful illustrations are displayed on the walls leading to the escalators. They emphasise the correct behaviour to adopt when using the escalators in the station.

At one of the busiest escalators in NEL Chinatown Station, audio reminders are played to "personally" remind our elderly commuters to hold onto the handrails. The announcements are made in English, Mandarin, Cantonese and Hokkien, to better resonate with the commuters in that area.

We also installed black and yellow alert tapes on the hand bar next to the escalator handrails to guide the elderly on the correct part to hold.



DUAL-SPEED ESCALATORS FOR ELDERLY SAFETY

During off-peak periods, some of our escalators operate at slower speeds for the comfort and safety of elderly customers. This is possible as modification works were carried out on them. To-date, 31 escalators at stations, with more elderly customer usage have been modified at a cost of \$1.26 million.



REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES AND COMMUNITIES

CUSTOMER SAFETY CAMPAIGN FOR BUS TRAVELS

A "Hold On" campaign focused on especially the elderly was initiated to encourage and remind customers to hold onto support at all times while onboard the bus. This increased awareness on safety and served to minimise the incidence of falls and injuries on board.

Big bright posters with desired behaviour were produced and displayed prominently at our bus interchanges and onboard our buses.

Brochures in four languages and tissue packs with safety messages were also specially produced for giveaways to constantly remind our elderly customers on the importance of holding onto support such as stanchion poles, seat handles and overhead holders. To reach out to elderly who may not have access to information digitally, we gave out brochures at our interchanges and also placed them in our buses.

I WILL ALWAYS HOLD ONTO THE STANCHION POLE, BUT I LIKE TO BE READY FOR MY BUS STOP INSTEAD OF WAITING SEATED FOR THE BUS TO STOP FIRST. THIS IS SOMETHING I DIDN'T THINK ABOUT BEFORE.

MDM KOH 68 YEARS OLD,
PART TIME CLEANER

ALTHOUGH I KNOW I NEED TO HOLD ONTO THE POLES WHEN I'M IN THE BUS, I SOMETIMES FORGET. WHEN I SEE THE POSTERS, IT'S LIKE A REMINDER.

MDM LIM 83 YEARS OLD

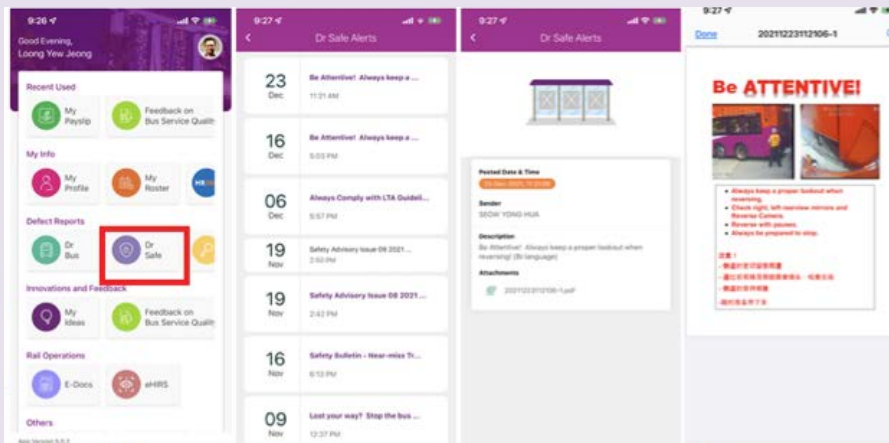


REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES AND COMMUNITIES

EDUCATION AND REMINDERS ON SAFE DRIVING FOR BUS CAPTAINS

Apart from monthly team briefings and annual safety training for Bus Captains (BCs), a Safety Time-out has also been implemented for serious accidents. Advisories are shared with BCs to keep them informed. Following an accident, a newsflash with preventive measures is promptly broadcast to BCs during their briefings and trainings. These

materials will also be uploaded immediately onto the iLink@SBST mobile application for BCs to read again at their own pace and time. Constant sharing of advisories and case studies to our BCs help reinforce the importance of complying with our safety drills and practicing defensive driving while on the road. Frequent on-site checks are conducted to enhance vigilance and identify non-compliance cases, where BCs concerned will undergo corrective training.



iSAFE IMPROVES ROAD SAFETY FOR BUS CAPTAIN

Using the iSafe system, we are able to monitor the driving behaviour of our BCs in providing safe and comfortable rides for our customers. Harnessing technology as an independent assessor, the system collates data from two of our landmark systems – SAGE, a telematics system that monitors the smoothness and comfort of bus rides and Mobileye, an advanced driver assistance system that alerts the BCs to potential collisions – to effectively present an independent assessment of the Bus Captains' driving competency.

BCs are able to access their iSafe scorecard via iLink@SBST, to check on their driving performance and compare it with their peers as a motivator to improve on their individual grades (Outstanding, Proficient, Can Be Better or Needs Improvement). Supervisors are able to monitor the BCs' performance and undertake the necessary coaching and supervision.

iSafe also tracks and encourages BCs to drive more economically to reduce fuel consumption leading to greener and lower carbon emissions.



REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES AND COMMUNITIES



iLEARN IDENTIFIES BUS CAPTAINS FOR SAFETY INTERVENTION TRAINING

In 2021, we expanded the use of iSafe data to correlate with safety accident statistics to gain further insights into the driving behaviour and risk profiles of BCs, which resulted in the iLearn programme. We use collated data and a methodology to identify BCs who require safety interventions - BCs who have gaps in their driving skills coupled with poor accident records undergo Corrective Training which consists of safe driving skills re-training and assessment, while BCs who need early intervention to reinforce their fundamental safe driving knowledge attend Preventive Training which comprises e-learning refresher trainings to minimise potential accident risks. In 2021, iLearn identified 35 BCs for Corrective Training and 94 Bus Captains for Preventive Training.

Moving ahead, we will explore the use of data analytics to automatically analyse data from iSafe and iLearn to derive more predictive insights to improve BCs' driving and safety behaviour. iSafe scores will also be incorporated into the BCs' performance scorecards for tracking in 2022.

FATIGUE MANAGEMENT SYSTEM

Goldeneye is a fatigue management system that we have installed on 65 buses as part of our continual efforts to enhance road safety through technology. With the use of machine vision technology, Goldeneye is able to detect fatigue and distraction through facial analysis of BCs and provide real-time feedback through audio and visual alerts and causes the seat to vibrate.



OUR PERFORMANCE AND LOOKING FORWARD

In 2021, the number of injuries increased with two fatalities. In spite of this, we remain committed to achieving a zero-fatal-accident target. We have stepped up efforts in education, training and enforcement checks to strengthen our BCs' vigilance on the road.

Road & Passenger Safety – SBS Transit

ROAD & PASSENGER SAFETY	2020	2021
Fatalities	0	2
Passenger Injuries (including 3rd party injury)	242	278
Number of accidents per 100,000 km	0.10	0.10

Meanwhile, our safety campaigns will continue to be on-going as we seek to look at fresh and creative ways to reach out to our customers and enable them to "Travel Safe" on our Public Transport network.

REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES AND COMMUNITIES

EMPLOYEE AND CONTRACTOR SAFETY & HEALTH

WHY THIS ISSUE IS MATERIAL

Health and safety are an integral part of our business and we have a duty of care towards our employees as well as the contractors whom we engage. Safety violations may result in serious injuries and result in downtime of our operations.

HOW WE MANAGE THIS

To encourage a stronger safety culture, we regularly carry out refresher health and safety awareness programmes for our employees. We also continue to introduce new initiatives to reiterate the importance of Safety First at the workplace. We also treat our contractors like our own employees and invest efforts to instil and increase safety awareness among them. Other than improving safety awareness, we also share key lessons, guidelines and expectations with them to better manage and improve their safety at the workplace.



CREATING A SAFE WORK ENVIRONMENT DURING THE PANDEMIC

At the peak of the COVID-19 interchange clusters, we tightened our Safe Management Measures to minimise infection at the workplace. Mask-on and mask-off areas such as dining and resting corners were segregated. In mask-off areas, employees could only carry out their activities singly with a no-talking policy in force.

High touch points such as staff washrooms were also cleaned and disinfected more regularly while high-efficiency

particulate air purifiers were installed in the staff rest areas. More buses were also used in ferrying BCs to work.

We intensified Antigen Rapid Test (ART) testing for our staff and also made unannounced audit checks to ensure full compliance to tightened measures.

To protect our employees, we issued masks, provided personal hand sanitisers to improve personal hygiene, disseminated antiseptic wipes to our BCs to clean high-touch points within the cabin before handing over the bus to the next BC.

REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES AND COMMUNITIES

KEEPING MORALE HIGH

For employees infected by COVID-19, our other employees got together to pack care packs to be sent to them to demonstrate care in practical ways. Those without families here were also not forgotten as we catered for their meals and did grocery runs for them too.



EMPLOYEE ANNUAL SAFETY AND HEALTH PROGRAMME

The Safety & Health Awareness Programme and Engagement (SHAPE) is an annual event to raise safety and health awareness among employees. During the pandemic, our employees attended the event physically and virtually at various locations.

The "Prevent Slips, Trips and Falls" campaign, was launched at the event. An educational video produced by the SHAPE committee and an online pledge were the highlights. To further enhance awareness, posters and decal stickers were issued to all. External speakers from agencies such as the Ministry of Manpower, National Environment Agency, Singapore Civil Defence Force, Singapore Association for Mental Health and Workplace Safety & Health Council spoke on health and wellness topics.



REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES AND COMMUNITIES

PUTTING IN PLACE OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT SYSTEMS

As part of the requirements of ISO 45001:2018 Occupational Health & Safety Management System, and bizSAFE Star Certification, we conduct regular internal workplace audits and inspections as well as engage external auditors to perform annual audits to ensure our safety procedures and processes remain robust and compliant. To ensure our processes and plans remain relevant, our Occupational Health and Safety risks are profiled and reviewed with Senior Management for relevance, and adequacy annually.

SBST has implemented the following Workplace Safety and Health strategic thrusts with the aim of zero fatalities and a drop in accident frequency:

Thrust 1: Using technology for safety improvement

Thrust 2: Engaging stakeholders through regular communication, participation, consultation, and education

Thrust 3: Complying with external audits

To ensure safety compliance, we conduct monthly ad-hoc onsite inspection of contractors working on our railway premises. Inspections are also conducted for non-routine works across the Rail system. For example, for the delivery of new trains or Early Closure Late Opening activities and ensure that safety control measures are in place before work commences.

Other checks include the following:

- Availability and use of appropriate personal protective equipment
- Valid Station/Depot Access Request
- Qualified supervisor on-site
- Checks for validity of certification of equipment in use

Annually all departments are inspected for compliance to the Safety Management System (SMS) which includes day/night safety inspections. Our SMS goes through a three-yearly ISO 45001 certification with annual surveillance audits.

OUR PERFORMANCE AND LOOKING FORWARD

SBST continues to target for both zero fatal accidents and below-national-average injury rates in our operations. According to the Ministry of Manpower's statistics in the Workplace Safety and Health Report 2021, Workplace Injury Rate (WIR) was 771 per 100,000 employed persons for the Singapore Logistics & Transport industry.

GRI 403-9 Work Related Injury Workplace Injury Rate per 100,000 Employed persons – SBS Transit

WIR PER 100,000 EMPLOYEES	2020	2021
Bus	293.3	420.9
Rail	108.0	160.0

Recordable Work-Related Injury – SBS Transit

	BUS		RAIL	
	2020	2021	2020	2021
Number	31	38	4	6
Rate	1.47	1.83	0.49	0.71

The calculation of work-related injuries is based on the formula of number of injuries divided by the number of man hours per region x 1,000,000 man hours worked. The total number of man hours for 2021 Bus is 20,760,539 and Rail 8,516,094 hours.

WIR was higher in 2021 due mainly to an increase in the number of Slip, Trip and Fall (STF) incidents. To create further awareness and educate our employees on STF cases, we broadcast safety messages through iLink@SBST. Ground surveys were also conducted to improve site safety, such as enhancing the lightings and floor markings with high visibility stickers at potential hazardous spots. Educational videos and posters on STF prevention were also produced.

REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES AND COMMUNITIES

EMPLOYEE CARE

Topic Message:

Uphold employee well-being through targeted initiatives, training and development, and being an inclusive employer

Sub-Topics:

- Employee training, upskilling and development
- Well-being and work life balance
- Diversity, equal opportunity, human rights and fair labour

SOCIAL ECONOMIC CONTRIBUTION

Topic Message:

Ensure responsible and positive impact to our communities and the broader society.



In this chapter:

GRI: 401-1, 401-3, 404-1, 405-1



EMPLOYEE CARE

EMPLOYEE TRAINING, UPSKILLING AND DEVELOPMENT

WHY THIS ISSUE IS MATERIAL

Our employees are our greatest asset and we believe in developing and nurturing our employees to help them reach their full potential. We are committed to providing our employees with the skills, knowledge and competencies they need to stay relevant and abreast of the rapidly changing transportation landscape.

HOW WE MANAGE THIS

We support the career aspirations of our employees and offer a comprehensive range of training courses to equip them with the knowledge and technical skills to become competent managers and leaders of the future. Our employees are encouraged to identify their training and development needs and discuss with their managers during the performance appraisal exercise.

With Singapore's ageing population, we also equip our frontline employees to carry out their jobs competently and with empathy. Experiential training is extended on how to better serve the needs of customers, especially those who need extra care and attention - such as persons with physical disabilities, the visually impaired, persons-in-wheelchairs, and those living with dementia.

REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES AND COMMUNITIES

OUR PERFORMANCE AND LOOKING FORWARD

CHARTERED ENGINEERING TECHNOLOGIST AND TECHNICIAN

Launched in 2021 by the Institution of Engineers, Singapore, the Chartered Engineering Technologist and Technician Certification Scheme is a national initiative aimed at providing entry and mid-level technicians with greater recognition of their skills and experience, regardless of their educational backgrounds.

We jointly developed and implemented a Technician Specialist Certification course with the Singapore Bus Academy and to-date, seven of our technicians have received the Chartered Engineering Technologist certification. Nine rail employees have been awarded the Chartered Technologist certification - five are from the Rolling Stock team and four from the Signalling team.

E-LEARNING

Our Learning Management System HR360 was integrated into our internal mobile application iLink in 2021 so that employees, such as our frontline staff, can access training and development materials at their fingertips.

To-date, more than 382 e-learning modules and videos offering technical training, service attitudes and employee well-being are available. We will continue to invest in the development and upskilling of our employees to ensure that their skills remain relevant to the industry, while encouraging digital training across the company.



WELL-BEING AND WORK LIFE BALANCE

WHY THIS ISSUE IS MATERIAL

As a public transport operator offering an essential service, our employees continue to ensure our bus and train services operate smoothly to keep Singapore moving even during the pandemic. Our top priority is to keep our employees healthy and safe and therefore it is critical for us to pay close attention to both the mental and physical well-being of our workers. We are committed to helping our employees achieve work-life harmony.

HOW WE MANAGE THIS

SBS Transit encourages all our staff to lead a healthy lifestyle. We provide an executive health screening programme and complement it with coaching and free annual health check-ups. Annually, we organise several sporting events such as the National Step Challenge and a cross-country run to encourage our employees to get active and bond with their colleagues through exercise. We will continue to promote activities that support our employees' physical, mental and social wellness and health.

REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES AND COMMUNITIES

OUR PERFORMANCE AND LOOKING FORWARD

PROMOTING A HEALTHIER LIFESTYLE

We continued to participate in the National Steps Challenge (Season 6) under the Corporate Challenge category to encourage our employees to adopt healthier lifestyles. In 2021, a record number of 574 employees took part in the Challenge, allowing us to make our debut on the Corporate Challenge Leaderboard.

We also promoted the Terry Fox Virtual Run Singapore 2021 so that our employees can help to raise funds for cancer research while keeping fit.

Have you **REGISTERED** for **SBS Transit** National Steps Challenge?

Exercising helps to release **ENDORPHINS (HAPPINESS HORMONES)** which are natural painkillers & also improve sleep.

You could also qualify for a tracker* & win some prizes. So, **WHAT ARE YOU WAITING FOR?**

* HPB decides whether you are eligible for the tracker & their decision is final.

TERRY FOX VIRTUAL RUN SINGAPORE 2021
31 DEC 2021 - 9 JAN 2022

In Support of Cancer Research
#tryliketerry

3 Race Categories

- 5KM Cumulative
- 10KM Cumulative
- 21KM Cumulative

Do it Wherever you are

- Around your neighborhood
- In a park
- Down the street

Donate or purchase the event T-shirt \$25 Dollars

Reply to this email so we know you're participating.

Don't forget to send us your best photos too!

"I want to try the impossible to show it can be done."

SBS Transit cares for your mental health

SBST HR/OD IS PLEASED TO PRESENT THE 3RD PART OF "CARING FOR OUR MENTAL WELLBEING DURING COVID 19" RESOURCE.

COVID-19 HAS BROUGHT ABOUT SHIFTS IN THE WAY WE WORK AND INTERACT WITH OTHERS. THE NOVELTY OF WORKING FROM HOME HAS WORN OFF AND CHALLENGES HAVE BECOME MORE APPARENT. DO REACH OUT TO YOUR LEADERS, SUPERVISORS AND HRBPS FOR ANY SUPPORT YOU NEED.

CONTENT PRESENTED IN THIS SERIES IS ENDORSED BY THE SINGAPORE PSYCHIATRIC ASSOCIATION

CLICK HERE OR SCAN THE QR CODE TO VIEW MORE RESOURCES.

Besides physical wellness, we also stepped up our mental wellness outreach to guard against the psychological strain that comes with a prolonged pandemic. Sessions on stress management and emotional intelligence were conducted while micro-learning articles on stress management and muscle relaxation videos were posted on SharePoint to reach out to our employees who may be experiencing burnout.

REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES AND COMMUNITIES

TOTAL WORKPLACE SAFETY AND HEALTH PROGRAMME

SBS Transit embarked on a Total Workplace Safety and Health (TWSH) Programme with the WSH Council and Wong Fong Academy in May 2021. The TWSH programme is a one-year programme that pairs companies with TWSH service providers to identify and remediate workplace health and safety risks.

As part of the programme, a basic health survey and safety walk-throughs were conducted at the Bus and Rail depots and interchanges to identify health and safety risks. In addition, webinars in three areas - Mental Wellness, STF and Self Care were also organised.

Through this, we seek to improve the safety, health and well-being of our employees as well as enhancing the productivity of our workplace.

HOW TO SPOT MENTAL HEALTH ISSUE AT THE WORKPLACE AND PREVENTIVE MEASUREMENTS

JOIN US IN THIS VIRTUAL TALK
SPEAKER: MR ALASTAIR TAN
CERTIFIED COUNSELLOR & PSYCHOTHERAPIST.

1ST SESSION: 23 AUGUST 11AM - 12NOON
2ND SESSION: 25 AUGUST 4PM - 5PM

WACADEMY
SAFETY. YOUR PERSONAL RESPONSIBILITY

JOIN US IN OUR VIRTUAL SAFETY TALK - SLIP, TRIP AND FALL

SPEAKER: MR EDWIN TAN

MOM REGISTERED WORKPLACE SAFETY OFFICER & SCDF REGISTERED FIRE SAFETY MANAGER

WACADEMY

The importance and what is self-care all about in our current world.
Come join us to know more about the topic:

- Definition of self-care
- Why self-care is important in our life
- How can one develop a self-care plan?
- Some self-care tips that will benefit you
- Self-practices in your everyday life

SELF-CARE

SPEAKER
MS SHOBA KRISHNAN

SESSION 1
13th Oct 2021
11 a.m. - 12 p.m.

REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES AND COMMUNITIES

IT'S OK TO NOT FEEL OK

Apart from seminars and e-resources, regular well-being check-ins are also conducted to ensure that our employees are doing well. They are encouraged to reach out for help if they feel overwhelmed or if they just need someone to talk to. Those in need of professional support will be referred to our service providers for counselling and psychological help.

SBS Transit

It's Ok To Not Feel Ok.

Samaritans of Singapore (SOS): 1800-221-4444
National Care Hotline : 1800-202-6868

if you need to talk to someone

For Specific Support: <https://stayprepared.sg/mentalhealth/need-support-now/>



Vaccination Protects You!

-  COVID-19 vaccines are safe and effective.
-  They significantly reduce chances of infection.
-  They help to prevent severe illness if infected.



COVID-19 vaccination (Moderna and Pfizer-BioNTech) is free for all Singaporeans and long-term residents in Singapore

Those age 59 years and below can register for vaccination by clicking [HERE](#) or scanning the QR code to register now!

Seniors above age 60 years can also walk into any vaccination centre (excluding polyclinics) for your jab without prior booking

SCAN ME



*You will receive an SMS as soon as there are slots available for booking. For assistance, please call the MOH COVID-19 hotline at 1800-333-9999

ENCOURAGING VACCINATION

Vaccination is one of the most important ways to keep ourselves and our communities safe and healthy. Working with the LTA, our employees were among the first groups in January 2021 to receive the vaccine under the COVID-19 national vaccination strategy. For those not covered under the programme, we offered reimbursement of their vaccination costs. We actively encourage our people to receive the vaccine and 99% of our employees have been fully vaccinated.

REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES AND COMMUNITIES

DIVERSITY, EQUAL OPPORTUNITY, HUMAN RIGHTS, AND FAIR LABOUR

WHY THIS ISSUE IS MATERIAL

We believe that a diverse and inclusive workforce will bring about new perspectives to the way we work and will allow us to better understand the varying needs of our customers. A diversified workforce – whether in terms of gender, race or nationality – also means that we have access to the widest talent pools.

HOW WE MANAGE THIS

As an equal opportunity employer, we build diversity, equity and inclusion into our workplace. We offer a fair and supportive work environment for all employees and do not discriminate anyone because of age, gender, marital status, sexual orientation, disability, race, colour, nationality, ethnicity, religion, or affiliation to any political party or trade union. We actively recognise diversity in our hiring process, and we welcome the individual talents and perspectives that each employee brings to the Group.

OUR PERFORMANCE AND LOOKING FORWARD

To achieve a diverse and inclusive workplace, we have committed to the following practices:

A. GENDER AND ETHNIC DIVERSITY

SBS Transit commits to providing equal opportunities of employment and career advancement to all employees regardless of gender or ethnicity. We comply with government regulations on human and labour rights. In recruitment advertisements, we do not state preferences or requirements for age, race, gender or religion.

Traditionally a male dominated industry, female employees are well represented across the company with a fair remuneration structure. We will continue to work towards increasing female participation in our workforce as well as ensuring that women are fairly represented in senior management positions. At the Board-level, we have a female representation of 30%, which is above the target stipulated by the Council for Board Diversity.



% OF INDIVIDUALS IN EACH CATEGORY	MALE	FEMALE
Board (Governance Bodies)	7	3
Executive and above	743	157
Non-executives	8,371	815
Overall Workforce (excl. Board)	9,114	972

B. RECRUITMENT, SELECTION & PROMOTION

All employees receive annual performance and career development reviews, accessed on the criteria of competency and contribution. Our promotion process reviews employees' performance appraisals and is based on individual merit.

A member of the Tripartite Alliance of Fair and Progressive Employment Practices (TAFEP), our selection process focusses on identifying individuals with the right mix of knowledge, skills, experience and personal values while our promotion process reviews are based on individual merit and performance appraisals. We recruit, promote nor terminate employees based on individual competencies and qualities.

Complaints of discrimination or unfair work practices can be reported to the Management, the Union or Authorities responsible for employment matters. Our Whistleblowing Policy provides a mechanism for employees and external parties to raise concerns about possible improprieties in financial reporting or other improper business conduct, while maintaining confidentiality of the identity of whistleblowers and protecting them from reprisal within the limits of the law.

C. REMUNERATION

Our performance appraisal and remuneration review processes consider the grading, position, experience, and the job market. We reward excellence and performance is measured based on mutually agreed key performance indicators, such as the Balanced Scorecard, to promote equity and transparency. We will continue to review our processes and update our strategies and programmes to address any identified gaps.



REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES AND COMMUNITIES

D. FLEXIBILITY AND LEAVE POLICIES

SBS Transit recognises that a healthy, inclusive and diverse workforce requires support on a professional and personal level. Our Employee Handbook stipulates work and leave policies that promote flexible work arrangements for our employees with family, parental, caregiving, and cultural and religious commitments.

To ensure that flexible work arrangements are properly implemented, all managers are encouraged to support their team members who need flexible working arrangements if the job allows it. If necessary, managers can consider redesigning the job or redeploying team members to jobs that can be done remotely.

E. EQUAL EMPLOYMENT OPPORTUNITY

As an equal opportunity employer, we encourage employees in leadership positions to consider diversity and inclusion in their daily duties and roles. Employees are encouraged to openly communicate and provide honest feedback to their managers and vice versa. SBS Transit is committed to adhering to the practices under the national framework promulgated by TAFEP to all hiring managers.

At SBS Transit, we aim to achieve zero discrimination cases and will continue to encourage diversity in our workplace.

LAW SUIT

Meanwhile, the legal suit that 13 BCs have brought against the Company is before the Court. This is in relation to, amongst others, working hours, rest days, overtime pay and allowances. In November 2019, the Industrial Arbitration Court ruled that the Company had acted in accordance with the Employment Act in relation to the rest days, working hours and overtime. We await the Court's decision.

F. HUMAN RIGHTS & FAIR LABOUR

Labour relations, including the honouring of human and labour rights, play a critical role in how SBST manages its employees and operations. In 2021, 92% of our employees were covered by Collective Agreements.

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



SOCIAL ECONOMIC CONTRIBUTION

WHY THIS ISSUE IS MATERIAL

The impact of the pandemic has been more severely felt on some groups of the community, as they may then have limited access to essential goods and services. We believe that business should not just be governed by the mind – but by the heart and soul as well. Giving back to the community we operate in is an important aspect of our corporate culture. And we also seek to build affinity with the community we serve in as a responsible corporate citizen.

HOW WE MANAGE THIS

Sharing free commercial air-time on the electronic displays at our bus interchanges and MRT stations, we also offered free use of advertising spaces on our buses and at our premises in support of charitable and community causes. Besides sponsoring free rides for excursions or bringing gifts for the less privileged, we also contributed close to \$600,000 in cash sponsorships towards worthwhile programmes. We continue to explore avenues and create meaningful opportunities to engage and be involved in the communities we operate in.

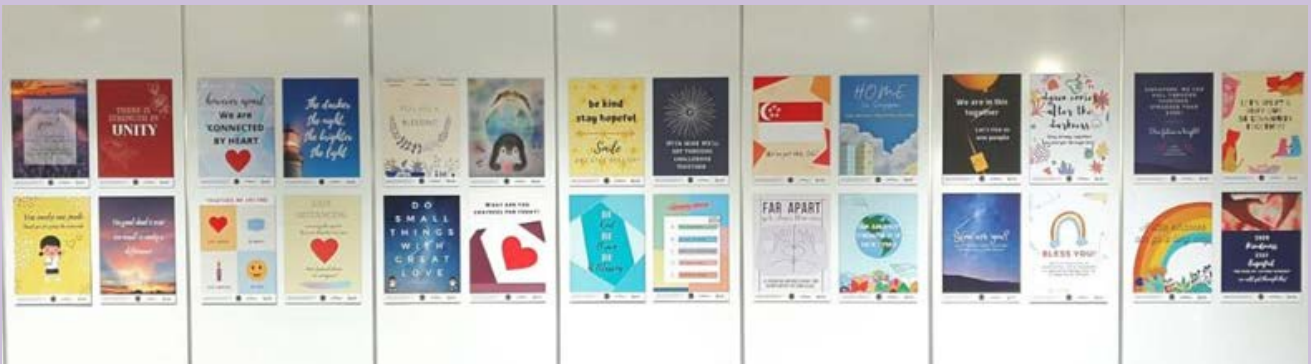
REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES AND COMMUNITIES

OUR PERFORMANCE AND LOOKING FORWARD

SCHOOL ENGAGEMENT PROGRAMMES

As our physical school talks were suspended due to the COVID-19 pandemic, we took the virtual route to promote safety and graciousness in public travel. For example, we transformed the King Albert Park Station into a virtual living classroom as an engineer showed the cohort of Primary Three pupils from Methodist Girls' School the use and application of magnets on our premises.

Our Adopt-A-Station/Interchange programme continues with 21 schools to-date. In 2021, we worked with the Nanyang Girls' High School and Methodist Girls' School (MGS) to bring cheer to our customers through artworks with uplifting messages at our stations during this COVID period. A school is also composing music pieces to be played in our stations. For the students, we provide the opportunities to showcase their artistic talent to a wider audience.

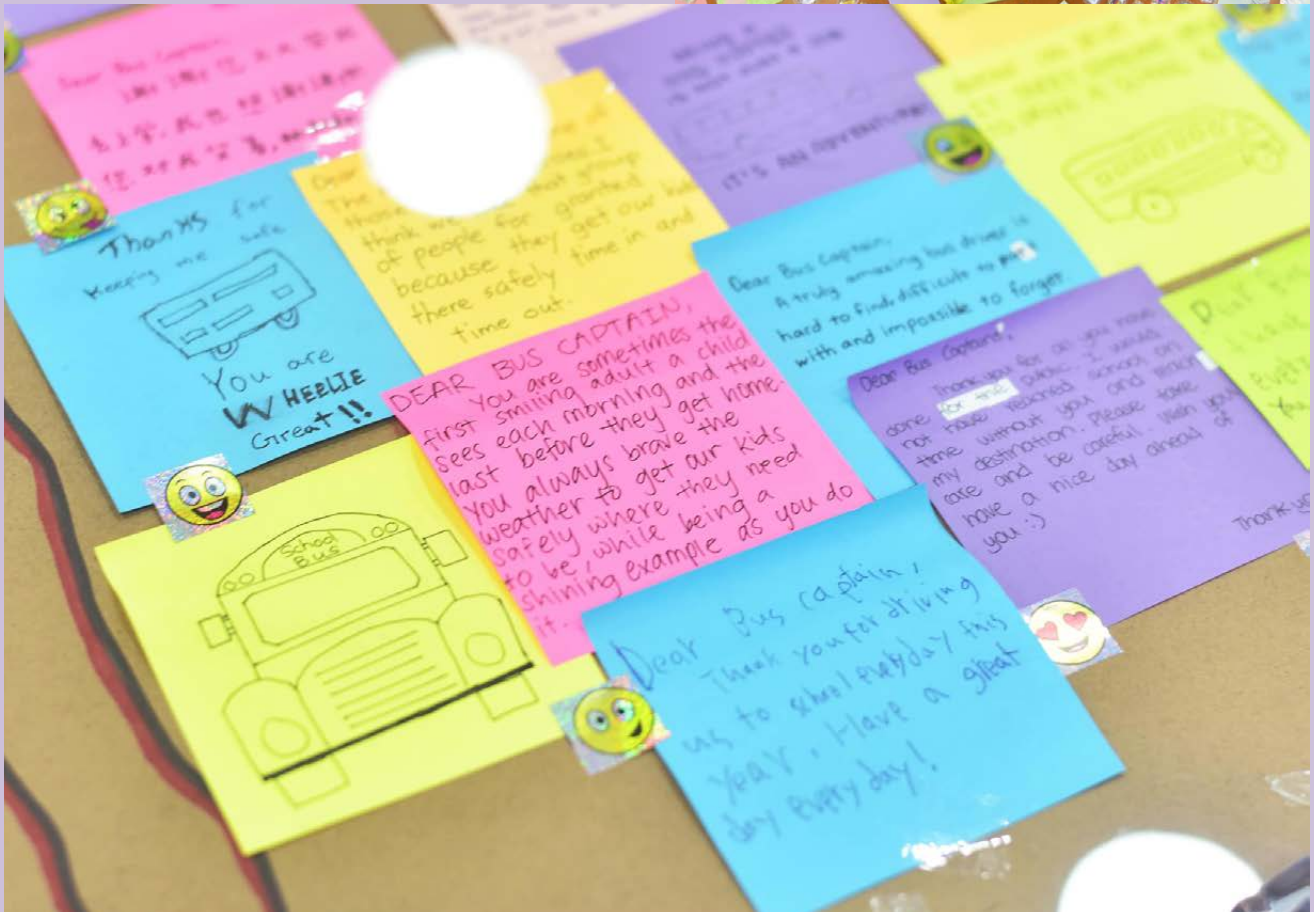


REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES AND COMMUNITIES

APPRECIATING OUR FRONTLINE EMPLOYEES

Our annual signature CARES kindness month continues to receive strong support from the schools as it aims to engender a kind and gracious commuting culture. In 2021, we received 3,000 appreciation notes/videos from students for our employees.

RECEIVED
3,000
APPRECIATION
NOTES/VIDEOS
FROM STUDENTS FOR
OUR FRONTLINERS



REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES AND COMMUNITIES

GIVING FREE USE OF COMMERCIAL SPACES IN SUPPORT OF THE COMMUNITIES

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

We also lent support to The Helping Hand, a halfway house for the rehabilitation of former drug addicts, by sponsoring some of the advertising spaces at 12 of our MRT stations

to promote their fundraising efforts which included the sale of baked goods and teak furniture. We also played a specially produced video by St Luke's Hospital for a month across all our 17 bus interchanges at no charge in support of their "Silver Hair" social media campaign which is aimed at inspiring positive ageing.

Our advertising unit, Moove Media also took the time to conduct its business with a heart. It sponsored \$35,000 worth of advertising space over the year-end holiday season to help publicise a community give-back initiative organised by Endowus, a digital financial advisor, in support of 15 charities including Rainbow Centre, Make-a-Wish Foundation and the Boys' Town.

BRINGING CHEER TO SOME

In December 2021, our BCs at the Tampines Interchange participated in the Joy Box Giving organised by Tampines Changkat Community Club, where they personally packed and delivered 40 boxes of home and personal care items to the beneficiaries at the Metta Day Rehabilitation Centre for the Elderly. We were also joined by Member of Parliament for Tampines GRC, Mr Desmond Choo, in this meaningful community outreach.



OUTINGS FOR GUEST WORKERS

In reaching out to the communities we serve, we partnered HealthServe to sponsor bus rides and snacks for guest workers from the Westlite Jalan Tukang Dormitory on their excursions to Gardens by the Bay over three afternoons. Our guests were all smiles as they whipped out their handphones to snap pictures to be shared with family and friends. Our employees also joined in hosting them.



We will continue to create a positive impact on our local communities as it is our responsibility to be a socially responsible corporate citizen.


REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES AND COMMUNITIES

OUR PERFORMANCE

REGION	SINGAPORE				
Workforce size	10,086				
GRI 401-1 NEW EMPLOYEE HIRES AND EMPLOYEE TURNOVER	NUMBER OF NEW HIRES	RATE OF NEW HIRES	NUMBER OF VOLUNTARY TURNOVER	NUMBER OF INVOLUNTARY TURNOVER	RATE OF VOLUNTARY AND INVOLUNTARY TURNOVER*
GENDER	2021				
Male	828	8%	1,010	328	13%
Female	122	1%	178	26	2%
AGE GROUP					
<30 years	204	2%	197	25	2%
30-50 years	473	5%	552	126	7%
>50 years	273	3%	439	203	6%
GRI 401-3 PARENTAL LEAVE	2021				
			MALE	FEMALE	
Total number of employees that were entitled to parental leave			6,726	526	
Total number of employees that took parental leave			183	18	
Total number of employees that returned to work in the reporting period after parental leave ended			183	18	
Total number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work			170	16	
Return to work rate of employees that took parental leave			100%	100%	
GRI 404-1 AVERAGE HOURS OF TRAINING PER YEAR PER EMPLOYEE	2021				
			MALE	FEMALE	
Executive and above			34.79	22.50	
Non-executives			20.42	16.71	
Total Training Hours			167,496	14,750	
GRI 405-1 % OF INDIVIDUALS IN EACH CATEGORY	BOARD (GOVERNANCE BODIES)	EXECUTIVE AND ABOVE	NON- EXECUTIVES	OVERALL WORKFORCE (EXCL. BOARD)	
GENDER					
Male	7	743	8,371	9,114	
Female	3	157	815	972	
AGE GROUP					
<30	-	50	764	814	
30-50	1	511	4,579	5,090	
>50	9	339	3,843	4,182	



* Rate is derived through sum of voluntary and involuntary turnovers

ENSURING ETHICAL BUSINESS AND STRONG GOVERNANCE PRACTICES



ETHICS AND CORPORATE GOVERNANCE ARE ESSENTIAL TO OUR BUSINESS. WE ARE COMMITTED TO FOSTERING A CULTURE OF HONESTY AND INTEGRITY, WHICH ARE FUNDAMENTAL TO DEVELOPING STRONG EMPLOYEE MORALE. WE ARE ALSO STEADFAST IN OUR COMMITMENT TO BUILDING TRUST WITH OUR KEY STAKEHOLDERS, SUCH AS SHAREHOLDERS, SUPPLIERS, AND CUSTOMERS, THROUGH HONEST AND RESPONSIBLE ACTIONS.

ENSURING ETHICAL BUSINESS AND STRONG GOVERNANCE PRACTICES

CYBERSECURITY, DATA GOVERNANCE & PRIVACY	ASSET PROTECTION & SAFETY	BUSINESS INTEGRITY & GROWTH
<p>Topic Message: Proactively perform maintenance of security processes and control measures to ensure compliance with local legislation and prevent data breaches</p>	<p>Topic Message: Ensuring safety measures are in place to safeguard assets within the organisation's responsibility</p>	<p>Topic Message: Maintaining ethical and compliant operations</p> <p>Sub-Topics:</p> <ul style="list-style-type: none"> • Corporate governance • Regulatory & compliance, anti-corruption & anti-bribery • Risk management & transparency • Responsible supply chain & partnerships • R&D Technology Innovation
<div style="display: flex; align-items: center;"> <div style="margin-right: 20px;">   </div> <div> <p>In this chapter: GRI: 307-1, 308-1</p> </div> </div>		



CYBERSECURITY, DATA GOVERNANCE & PRIVACY

WHY THIS ISSUE IS MATERIAL

Working from home was the norm during the pandemic which has also accelerated the pace of digital transformation for organisations and businesses. It enabled businesses to achieve greater cost efficiencies and higher productivity and deliver better customer service. On the down side, it has also led to an increase in cyber threats, attacks, and online scams with companies falling prey and incurring significant losses. As such, measures must be put in place to safeguard against cybersecurity attacks and data breaches to protect the integrity of our information assets and maintain the trust that our stakeholder place in us.

HOW WE MANAGE THIS

Our Cybersecurity Steering Committee performs an annual review of our cyber security standards, policies, and guidelines to ensure that they remain relevant and are resilient in safeguarding our organisation from any external threats. The Committee also ensures that we comply strictly with the requirements of the Cybersecurity Act. For our employees, we introduce policies and initiatives to promote cybersecurity awareness in addition to the Cybersecurity Risk Management Framework that is in place.

ENSURING ETHICAL BUSINESS AND STRONG GOVERNANCE PRACTICES



We recognise that our employees have an essential role to play in cybersecurity in our networked economy. To promote awareness among them, training is key and is also a requirement under the "Cybersecurity Code of Practice for critical information infrastructure" (CCOP).

Our training sessions are conducted on an on-going basis and its curriculum developed in-house. Known as "Cybersecurity Awareness for Everyone" (CAFÉ), it aims to educate employees on cyber hygiene, cybersecurity laws, regulations, codes of practice, policies, standards and procedures pertaining to the usage, deployment, and access to the organisation's computing resources for both Information Technology (IT) and Operational Technology (OT).

Annually, we conduct a refresher CAFÉ training where its contents are reviewed and updated for currency and relevance. Biennially, we engage an independent external consultant to perform a cybersecurity audit of our Critical Information Infrastructure (CII) as directed by the Commissioner of Cybersecurity.

On a regular basis, cybersecurity threat intelligence advisory or alerts from LTA and Cyber Security Agency (CSA) are disseminated to our employees and precautionary measures are acted upon promptly.

As CII Owner (CIIO) of rail assets, we continue to review and strengthen our current cyber security processes and control measures to meet Cybersecurity Act requirements. This includes delinking the rail OT system from the IT network, annual risk assessment, vulnerability assessment and penetration testing, regulatory audits, business continuity exercises, 24x7 network and threat monitoring and other cyber security enhancements. We have instituted data leakage prevention through blocking USB ports for premises and cloud services, and improving end point device asset management and patch management on cloud solution.

To demonstrate accountable data protection practices, we are working towards attaining the Data Protection Trustmark Certification

(DPTM). Towards this end, we have engaged a consultancy firm accredited by the Infocomm Media Development Authority to conduct a vulnerability assessment which is scheduled in April 2022. The outcome of the certification is expected by December 2022. Through attaining DPTM, we will be able to strengthen the trust that we have with our customers and stakeholders as our information security regime complies with privacy information management standards.

OUR PERFORMANCE

As a result of our security measures, there were no reports of any breach of data, cybersecurity or PDPA in 2021. There were also no report of non-compliance in the social economic aspect in 2021.

LOOKING FORWARD

We will continue to safeguard our data and maintain our cybersecurity measures.

ASSET PROTECTION & SAFETY

WHY THIS ISSUE IS MATERIAL

As a public transport operator, all our operating assets and its related infrastructure are owned by the LTA. Nevertheless, it is our responsibility to protect the premises we operate from and safeguard the operating assets used in our daily operations. This is on top of performing daily maintenance and servicing these assets to improve their reliability.

HOW WE MANAGE THIS

An Asset Management System Manual was developed in alignment with the requirements of ISO 55001:2014 Asset Management. The manual is reviewed and assessed annually to ensure that it is updated to comply with the latest certification requirements.

All our bus depots have been gazetted as Protected Places under the Infrastructure Protection Act (IPA) by the Ministry of Home Affairs in March 2021. As a Protected Place, only approved and authorised personnel are allowed entry. The depots are protected by a three-metre-high welded mesh fence along the boundary with barb wires at the top. This is complemented by a full coverage of a Closed-Circuit Television (CCTV) system along the fence perimeter.

Selected bus interchanges and terminals also deployed Video Analytics (VA) system which is activated during non-operational hours to detect intrusion. CCTV footage is live streamed to our Operation Control Centres (OCCs) so that immediate action can be taken in the event of an intrusion.

We conduct Threat Oriented Person Screening Integrated System (TOPSIS) training for all our employees on a regular basis to heighten their situational awareness in detecting suspicious characters and identify potential threats. We have also built a culture of 'See Something, Say Something' to protect lives and assets.

ENSURING ETHICAL BUSINESS AND STRONG GOVERNANCE PRACTICES

With this initiative, our employees are trained to detect a suspicious person through tell-tale indicators, be alert to suspicious objects and be familiar with the reporting protocol of using the 3-R framework – Recognise, Report, Resolve.

To instil vigilance in our employees, contractors and tenants, we regularly conduct red teaming exercises at our premises and on board buses. These exercises include placing suspicious bags within our bus interchanges or impersonating a suspicious person attempting to enter a depot. Staff are expected to be able to identify and take appropriate action immediately. The exercise results are shared with employees, contractors and tenants for training purposes.

We also conduct scheduled internal security audits of our premises and assets to ensure that we comply with LTA's regulatory Code of Practice. An external security auditor also conducts security audits annually to ensure our compliance.

OUR PERFORMANCE

With the current strategies and initiatives in place, we are pleased to report that there were no breaches of asset protection and safety in 2021.

LOOKING FORWARD

We continue to uphold our security measures and will remain vigilant to ensure that our premises and operating assets are protected.

BUSINESS INTEGRITY & GROWTH

To remain competitive and relevant, business integrity and growth are core components for any business. With integrity, we build trust and loyalty with our stakeholders especially our customers, suppliers and regulators. In addition, it gives our company a competitive advantage when bidding for tenders and projects.

CORPORATE GOVERNANCE

WHY THIS ISSUE IS MATERIAL

Corporate governance is an important aspect, and a fundamental measure of a company's success is in creating long-term shareholder value. A robust and effective corporate governance will enable our management to make decisions that are in the best interest of our company and our stakeholders. We are committed to the Code of Corporate Governance issued by the Monetary Authority of Singapore dated 6 August 2018 (the Code). We adhere and ensure that the Code is upheld throughout our organisation.

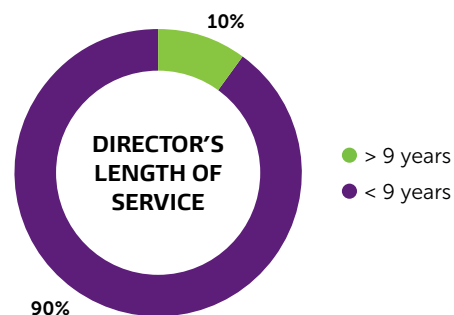
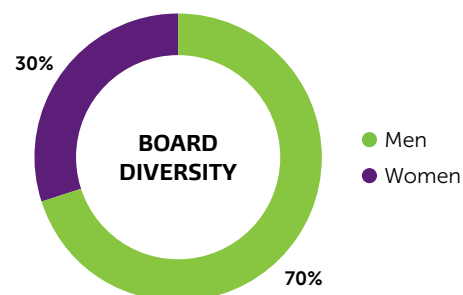
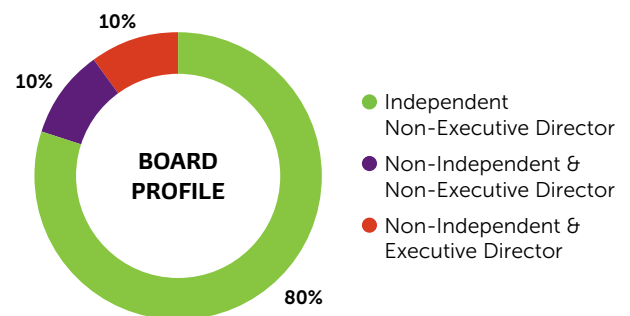
HOW WE MANAGE THIS

The Board of Directors (the Board) has a duty to protect and enhance the long-term value of the Company and achieve

sustainable growth for the Group. The Board sets the overall strategic direction of the Company and oversees the proper conduct of the business, performance, and affairs of the Group. Board members are expected to act in good faith and exercise independent judgement in the best interest of the Company.

As of 31 December 2021, the Board comprises 10 Directors, 80% of whom are independent Directors. This exceeds the requirements under SGX's Listing Rules and MAS's Code. When appointing Directors, the Company seeks individuals who have integrity, expertise, business acumen, shareholder orientation and a genuine interest in the Group. Please refer to our Annual Report for more details on corporate governance.

OUR PERFORMANCE



LOOKING FORWARD

We acknowledge that the nature of our business is mainly dominated by male employees. However, we will continue to encourage and provide equal employment opportunities to our female colleagues.

ENSURING ETHICAL BUSINESS AND STRONG GOVERNANCE PRACTICES



REGULATORY & COMPLIANCE, ANTI-CORRUPTION & ANTI-BRIBERY

WHY THIS ISSUE IS MATERIAL

As a major public transport provider, we operate in a heavily regulated industry. Compliance with laws and regulations is critical to the success of our business. As such, we do not condone any corrupt or fraudulent practices.

HOW WE MANAGE THIS

We have adopted a Code of Business Conduct which sets out the principles and policies that all employees and third parties acting on behalf of the company must follow. Our Code of Business Conduct includes anti-corruption and anti-bribery policies with zero tolerance on fraud, improper use of monetary favours, gifts or entertainment. In addition, employees should avoid placing themselves in a situation where their actions might create a conflict, whether it is actual, potential, or perceived. If there is a potential conflict of interest, employees should declare to their immediate supervisors and recuse themselves from the decision-making process.

Additionally, our Whistleblowing Policy provides an avenue for employees to raise concerns about possible improprieties in financial reporting or other improper business conduct, through well-defined and accessible confidential disclosure channels. Employees are provided with a Company Handbook detailing how they can go about raising their concerns. Incidents can also be reported via a direct Intranet link to the Chairperson of the Audit and Risk Committee and/or the ComfortDelGro Group Chief Internal Audit Officer. All cases are investigated and dealt with promptly and thoroughly. Regardless of their significance, all whistleblowing cases will be registered by the Group Chief Internal Audit Officer and reported to the Audit and Risk Committee on a quarterly basis.

For further information on our Whistleblowing Policy, please refer to <https://www.sbstransit.com.sg/whistleblowing-policy>.

OUR PERFORMANCE AND LOOKING FORWARD

TARGET	2021 ACHIEVEMENTS
<ul style="list-style-type: none"> Zero cases of corruption and fraud 	<ul style="list-style-type: none"> No confirmed incidents of corruption and fraud

We are pleased to report that there were no confirmed cases of non-compliance in relation to anti-corruption and anti-bribery matters in 2021.

LOOKING FORWARD

We will continue to abide by the regulatory requirements and anti-corruption and anti-bribery acts.

RISK MANAGEMENT & TRANSPARENCY

WHY THIS ISSUE IS MATERIAL

As our business continues to grow, risk management becomes increasingly vital in our business strategies. Early identification and analysis of potential threats will mitigate and reduce uncertainties. This will allow us to enhance shareholder value through growth that is sustainable and profitable.

HOW WE MANAGE THIS

The Company’s approach to risk management is underpinned by several key principles:

- Promote and inculcate risk awareness among all our employees by embedding risk management processes into day-to-day business operations and setting an appropriate tone at the top. Continuous education, and training, as well as regular exercises on risk management are carried out to sustain a risk-informed and risk-aware culture in the Company.
- Ownership of and accountability for the risk management process is clearly defined and assigned to the risk owners. Managers at each level have intimate knowledge of their businesses and take ownership of risk management, with stewardship retained at Senior Management level.
- Risk identification, assessment and risk management practices are reviewed and updated regularly to manage risks proactively.

As part of the risk management process, all businesses are required to refresh their risk inventories, conduct risk prioritisation exercises, identify key and emerging risks, and develop the requisite risk controls and risk treatment action plans. The identified risks, their indicators and action plans are to be continually reviewed and reported. In 2021, SBST continued to engage an external consultant to strengthen its risk management framework.

On a regular basis, the Internal and External Auditors conduct reviews in accordance with their audit plans. Any material non-compliance and recommendations for improvements on internal controls are reported to the Audit Risk Committee (ARC). The ARC also reviews the effectiveness of the actions taken by Management on the recommendations made by the Internal and

ENSURING ETHICAL BUSINESS AND STRONG GOVERNANCE PRACTICES

External Auditors. The recommendations are followed up as part of SBST's continuous review of the system of internal control.

Please refer to our Annual Report for more details on risk management.

OUR PERFORMANCE

In the Singapore Governance and Transparency Index 2021 which assessed listed companies on corporate governance disclosures and practices, as well as timeliness, accessibility and transparency of their financial results announcements, SBST continued to perform well by improving its score from 107 to 106 to be ranked in the 14th spot from its previous 17th position. This placed us in the top 3% among the 519 listed companies in 2021.

Singapore Governance and Transparency Index Survey 2021

CORPORATE GOVERNANCE DISCLOSURES AND PRACTICES	2020	2021
Score	107	106
Rank	17	14
Position (among 519 listed companies)	-	Top 3%

LOOKING FORWARD

We will continue to review and report on identified risks, their indicators and actions plans to maintain a strong and efficient risk management framework.



RESPONSIBLE SUPPLY CHAIN & PARTNERSHIPS

WHY THIS ISSUE IS MATERIAL

The supply chain is a fundamental aspect of every business. We recognise the importance of ensuring that our supply chains partners are transparent, reputable and meet the standards required by the regulators.

HOW WE MANAGE THIS

SBST requires all of its goods and services suppliers to be in full compliance with all applicable laws and regulations and practise fair competition in accordance with local anti-trust and competition regulations. Suppliers must conduct their businesses with integrity, transparency and honesty and must not condone any corrupt or fraudulent practices.

Approved suppliers must have health and safety policies for their employees and be committed to good ESG practices. Suppliers must not trade in any securities of the Group while in possession of confidential non-public information.

For supply chain transparency, all rail and bus maintenance contracts require suppliers to submit their safety records and financial statements. It is also compulsory for all our suppliers to adhere to our Supplier Ethics Policies before submitting their tenders.

OUR PERFORMANCE

In 2021, SBST engaged a total of 962 suppliers, of whom 229 were new. All new suppliers were onboarded through our procurement system which requires them to declare their compliance to the Supplier Code of Conduct. Through the system, we also share our expectations of them on their compliance with laws and regulations, fair practices, ethical conduct, social responsibility, and environmental sustainability. Only suppliers who comply with our policy are engaged.

For more information, refer to Annex A.

LOOKING FORWARD

At SBST, we are committed to remain compliant to our Group's procurement policies to encourage transparency and enhance business opportunities.

R&D, TECHNOLOGY, AND INNOVATION

WHY THIS ISSUE IS MATERIAL

To improve public transport efficiency and introduce greener modes of transportation, we must tap on research and development, technology, and innovation to meet the growing and evolving needs of our customers. To deliver a seamless and integrated transportation system, we need to move away from the traditional diesel buses to keep up with emerging technologies of the industry so that we can continue to stay relevant and competitive.

HOW WE MANAGE THIS

We have been actively changing the way we operate by digitalising our operations and maintenance, moving away from the manual processes. This has raised productivity and improved existing systems and processes. It has also transformed the way we communicate with our employees, measure and improve performance, and monitor and manage information.

ENSURING ETHICAL BUSINESS AND STRONG GOVERNANCE PRACTICES

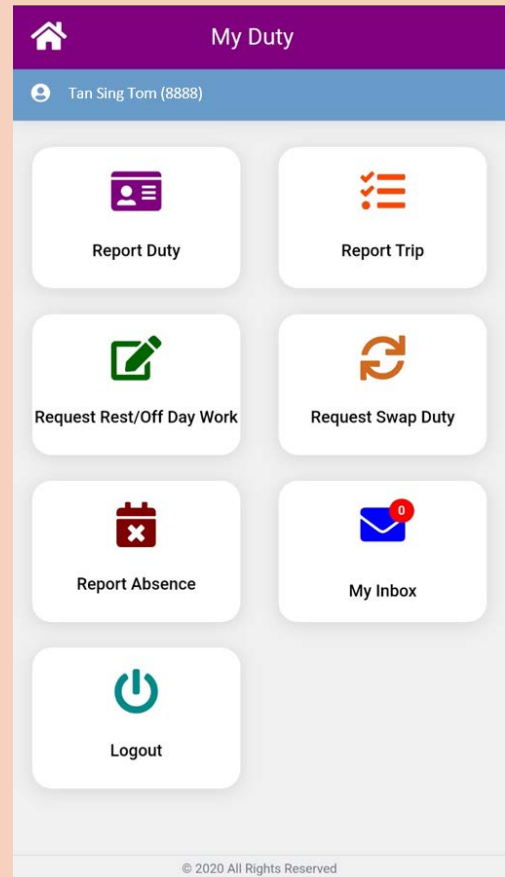
OUR PERFORMANCE AND LOOKING FORWARD

AN AGILE AND CONNECTED WORKFORCE

In 2021, we accelerated the adoption of digital technologies so that our BCs are able to experience greater convenience in handling administrative functions. With the updated Service Control System 4.0, they are now able to report at their work place, the completion of their bus trips as well as apply for leave or swap duties with other BCs without having to be physically present at the reporting terminals to do so. With this system, we have moved away from paper filing and reduced wastage, as well as boosted productivity by automating manual administrative and time-consuming processes.

On the staff mobile app, iLink@SBST, the "Dr Rail" feature was extended to include the Downtown Line and the Sengkang Punggol Light Rail Transit in 2021. This was following its successful implementation for the North East Line where employees are able to report faults occurring on the line and given timely updates on the progress of the rectification works. Other digital enhancements include modules for employees to raise safety and security observations, as well as retrieve work procedures, instructions, and other documents.

We are also constantly looking at ways to provide better service to our customers and enhance our internal procedures to stay relevant. Currently, the DigiSafe Accident Investigation Management System, which is at the development phase, is set to replace the current Traffic Accident Investigation Management System. Designed with a Document Management and Workflow Platform, it will enable our Investigation Officers to file their investigation reports directly at the accident site. This seamless end-to-end workflow not only offers various stakeholders convenient access to review and approve the reports but also provides the necessary data and documents for claims management and reporting.



EMPLOYING ANALYTICS

Enhanced accessibility to data analytic tools has given us opportunities to use data to drive improvements and transparency. The use of data analytics empowers us to optimise our operations, improve efficiency and productivity.

Our Rail Development team is collaborating with ComfortDelGro's Digital Office to apply data analytics on train alarms to highlight anomalies for timely interventions. We have also collaborated with Thales of France to develop a video analytics solution that leverages existing CCTV networks to provide real-time data on passenger density at the MRT stations. The solution alerts staff to unexpected crowding so that prompt action can be taken for passenger safety and comfort. It has since been extended to include the detection of suspicious persons, unattended luggage, passengers who need mobility assistance and even unmasked passengers. The solution, which was tested at the North East Line's (NEL) Woodleigh Station, will be deployed to five NEL stations – Chinatown, Dhoby Ghaut, Little India, Outram Park and Serangoon – in 2022 when the contractual terms for its use is finalised.



ENSURING ETHICAL BUSINESS AND STRONG GOVERNANCE PRACTICES

AUTONOMOUS VEHICLES (AV)

We operated a commercial on-demand shuttle bus service using autonomous buses (AV) on Jurong Island for three months until end April 2021. This was an initiative under the national Emerging Stronger Taskforce to promote and accelerate sustainable deployment of robotics in Singapore.

A Bus Operations Control Centre was also involved in ensuring the safe and timely deployment of the AVs as they operated passenger service on Jurong Island. The route covered 10 stops, serving key areas within the island. Signages detailing step-by-step guides on how to engage the AV service were placed along the route. Passengers could request for a pick up at any of the 10 stops using a dedicated mobile application. A total of 206 passengers were served during the trial period and this experience helped build our expertise in AV operations, equipping us in the steps to take forward in future proofing our workforce.



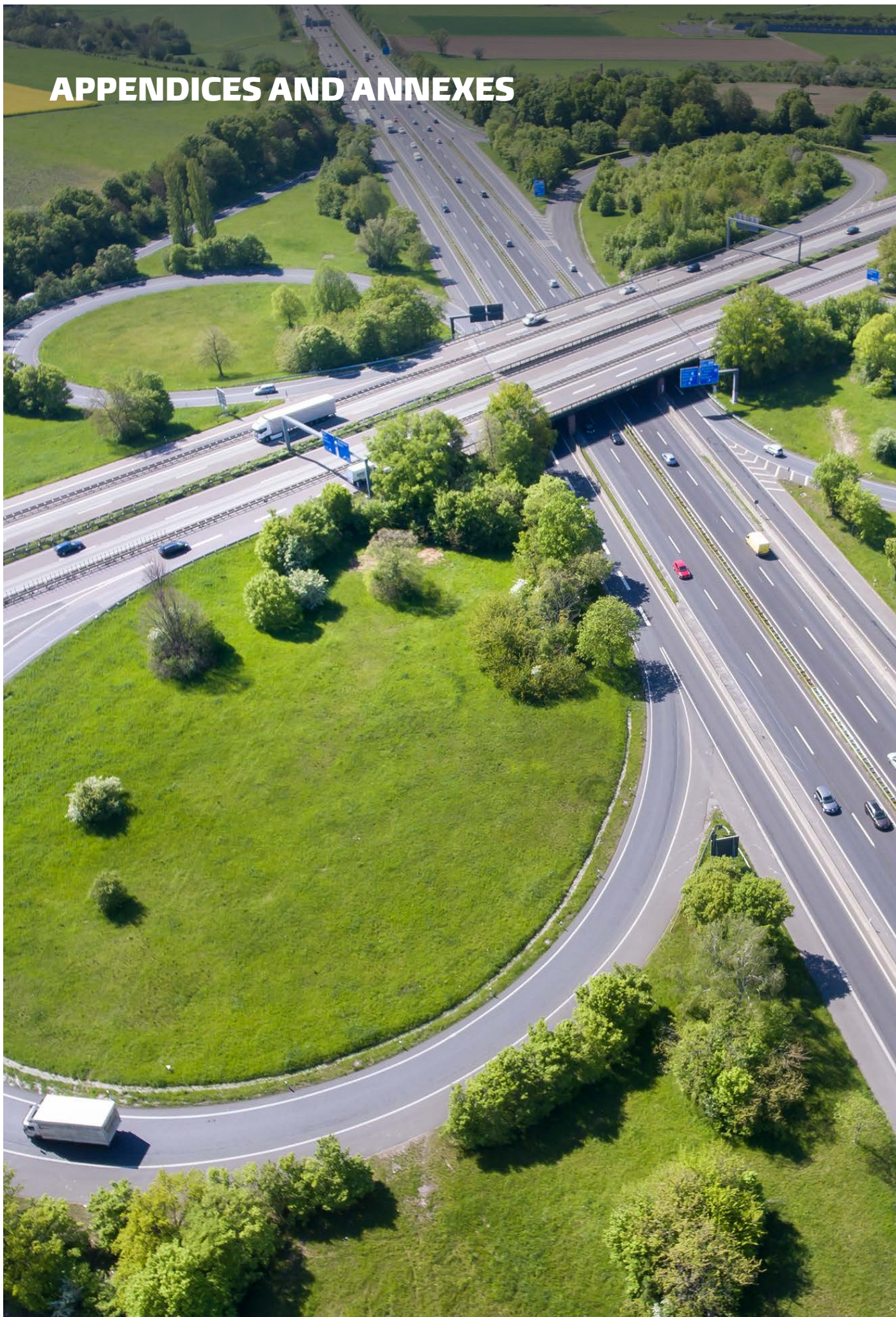
USING ARTIFICIAL INTELLIGENCE (AI) IN OPERATION AND MAINTENANCE (O&M)

Data analytics and AI are becoming increasingly accessible. Hence, it is now possible to tap on stochastic algorithms that can automatically monitor the condition of equipment, as well as aid in employees' decision-making. The use of algorithms enables predictive maintenance, helps optimise resource deployment and improves response time. We expect that such algorithms can enhance maintenance processes to improve productivity and quality of work.

We are currently looking to implement the following:

UPCOMING SYSTEMS	BENEFITS
Anomaly detection for Rolling Stock and Signalling systems	Applies data analytics and AI on Rolling Stock and Signalling systems data to pre-empt failures of critical systems.
Automated Data Analytics for Predictive Maintenance	Increases operational productivity by scheduling maintenance only when necessary.
BEAMS (Bus Enterprise Asset Management System)	Provide an integrated and automated management of various processes on a single cloud platform for higher efficiency. It encompasses areas such as maintenance, material, asset, contracts, warranty, and campaigns.

APPENDICES AND ANNEXES



APPENDIX 1: GRI INDEX

GENERAL DISCLOSURES

GRI Standard	Disclosure	Page Number or Reference
GRI 101: Foundation 2016		SBS Transit Sustainability Report 2021
Organisational Profile		
102-1	Name of the organisation	About this Report
102-2	Activities, brands, products & services	2
102-3	Location of headquarters	Singapore
102-4	Location of operations	Singapore
102-5	Ownership and legal form	About this Report
102-7	Scale of the organisation	Annual report Pg 10-11, 22
102-8	Information on employees and other workers	62
102-9	Supply chain	68
102-10	Significant changes to the organisation and its supply chain	No significant changes
102-11	Precautionary Principle or approach	21
102-12	External initiatives	59-61
102-13	Membership of associations	57
Strategy		
102-14	Statement from senior decision maker	4-6
Ethics and Integrity		
102-16	Values, principles, standards, and norms of behaviour	3
Governance		
102-18	Governance structure	21
102-19	Delegating authority	21
102-20	Executive-level responsibility for economic, environmental, and social topics	21
102-26	Role of highest governance body in setting purpose, values and strategy	13
Stakeholder Engagement		
102-40	List of stakeholder groups	16-17
102-41	Collective bargaining agreements	58
102-42	Identifying and selecting stakeholders	16-17
102-43	Approach to stakeholder engagement	16-17
102-44	Key topics and concerns raised	16-17
Reporting Practice		
102-45	Entities included in the consolidated financial statements	Annual report, Pg 10-11, 22
102-46	Defining report content and topic boundaries	About this report
102-47	List of material topics	15
102-48	Restatements of information	No restatement of information
102-49	Changes in reporting	No changes in reporting
102-50	Reporting period	About this Report
102-51	Date of most recent report	About this Report
102-52	Reporting cycle	About this Report
102-53	Contact point for questions regarding the report	About this Report
102-54	Claims of reporting in accordance with the GRI standards	About this Report
102-55	GRI content index	72-74
102-56	External assurance	About this Report

APPENDIX 1: GRI INDEX

MATERIAL TOPICS			Page Number or Reference
GRI Standard			
	Emission & Energy		
Energy	103*	Management approach	24
	302-1	Energy consumption within the organisation	28
	302-3	Energy intensity	28
Emission	103*	Management approach	24
	305-1	Direct GHG emissions (Scope 1)	28
	305-2	Energy indirect GHG emissions (Scope 2)	28
	305-4	GHG emissions intensity	28
	Resource Efficiency		
Water	103*	Management approach	29
	303-3	Water withdrawal	30
Waste	103*	Management approach	30
	306-2	Waste by type and disposal method	32
	Sustainability Transition		
	103*	Management approach	33
	Customer Experience		
	103*	Management approach	35
	Safety & Health		
	103*	Management approach	43
	403-1	Occupational Health and Safety Management system	51
	403-2	Hazard identification, risk assessment & incident investigation	51
	403-5	Worker training on Occupational Health and Safety	44, 47-51
	403-6	Promotion of worker health	49
	403-9	Work-related injuries	51
	Employee Care		
Wellbeing and work life balance	103*	Management approach	52
	401-1	New employee hired and employee turnover	62
Employee training, upskilling and development	103*	Management approach	53
	404-1	Average hours of training per year per employee	62
	404-3	Percentage of employees receiving regular performance and career development reviews	57
Diversity, equal opportunity, human rights and fair labour	103*	Management approach	57
	405-1	Diversity of governing bodies	62, 66
	406-1	Non-discrimination policies	57-58
	407-1	Freedom of association and collective bargaining	Annex A & B
	408-1	Child labour	Annex A & B
	409-1	Forced or compulsory labour	Annex A & B

* Comprises GRI 103-1, GRI 103-2 and GRI 103-3 (explanation of the material topic and its boundaries, components, and evaluation of the management approach)

APPENDIX 1: GRI INDEX

MATERIAL TOPICS			
GRI Standard		Page Number or Reference	
	Social Economic Contribution		
103*	Management approach	58	
413-1	Operations with local community engagement, impact assessments, and development programmes	59-61	
	Cybersecurity, Data Governance & Privacy		
103*	Management approach	64-65	
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	20	
	Asset Protection & Safety		
103*	Management approach	65	
	Ethical Business and Operational Integrity		
Corporate governance	103*	Management approach	66
	405-1	Diversity of governing bodies	62, 66
Regulatory & compliance, anti-corruption & anti-bribery	103*	Management approach	67
	205-2	Communication and training about anti-corruption policies and procedures	67
	205-3	Confirmed incidents of corruption and actions taken	67
	307-1	Non-compliance with environmental laws and regulations	20
	419-1	Non-compliance with laws and regulations in the social and economic area	20
Responsible supply chain & partnerships	103*	Management approach	68
	308-2	Negative environmental impacts in the supply chain and actions taken	68
	414-2	Negative social impacts in the supply chain and actions taken	68
R&D Technology Innovation	103*	Management approach	68

* Comprises GRI 103-1, GRI 103-2 and GRI 103-3 (explanation of the material topic and its boundaries, components, and evaluation of the management approach)

APPENDIX 2: SASB INDEX






This is the first year we are reporting on SASB requirements

Road Transportation - Sustainability Accounting Standard








TOPIC	ACCOUNTING METRIC	SASB CODE	PAGE REFERENCE	PERFORMANCE
Greenhouse Gas Emissions	Gross global Scope 1 emissions	TR-RO-110a.1	28	357,643 tonnes
	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	TR-RO-110a.2	33	Please see our section on Emissions & Energy
	(1) Total fuel consumed, (2) percentage natural gas, (3) percentage renewable	TR-RO-110a.3	28	(1) 133,548,909 litres (2) N/A - Natural gas (3) N/A - Renewable
Driver Working Conditions	(1) Total recordable incident rate (TRIR) and (2) fatality rate for (a) direct employees and (b) contract employees	TR-RO-320a.1	51	(1) Bus: 1.83 Rail: 0.71 (2) Zero, no workplace fatalities were recorded for 2021
	(1) Voluntary and (2) involuntary turnover rate for all employees	TR-RO-320a.2	62	(1) 11.8% (2) 3.5% Based on total employee count 10,086
	Description of approach to managing short term and long-term driver health risks	TR-RO-320a.3	49-51	Please see our section on Safety & Healthy
Accident & Safety Management	Number of road accidents and incidents	TR-RO-540a.1	48	Total 278
	(1) Number and (2) aggregate volume of spills and releases to the environment	TR-RO-540a.3	-	NA, SBST does not engage in hazardous waste transportation.

APPENDIX 3: ALIGNMENT WITH THE UN SDG TARGETS





Each core pillar houses key focus areas, which are cemented by targets, commitments, and initiatives, aligned to corresponding and applicable UN SDG targets.

PILLAR	KEY FOCUS AREA	MATERIAL TOPICS	SDG TARGETS
 <p>Driving environmental stewardship to enhance sustainability in Singapore</p>	<p>Emissions & Energy</p> <p>Sustainability Transition</p>   	<ul style="list-style-type: none"> Emissions & Energy Sustainability Transition 	<p>SDG Target 7.1 - By 2030, ensure universal access to affordable, reliable and modern energy services</p> <p>SDG Target 12.8 - By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature</p> <p>SDG Target 13.1 - Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries</p> <p>SDG Target 13.3 - Improve education, awareness raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning</p>
	<p>Resource Efficiency</p> 	<ul style="list-style-type: none"> Water Waste management and circularity 	<p>SDG Target 12.5 - By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse</p>

APPENDIX 3: ALIGNMENT WITH THE UN SDG TARGETS

PILLAR	KEY FOCUS AREA	MATERIAL TOPICS	SDG TARGETS
 <p>Reinforcing our social responsibility to our customers, employees and communities</p>	<p>Safety & Health</p> 	<ul style="list-style-type: none"> • Customer safety & health • Employee and contractor safety & health 	<p>SDG Target 3.6 - By 2020, halve the number of global deaths and injuries from road traffic accidents</p>
	<p>Customer Experience</p> 	<ul style="list-style-type: none"> • Quality of service • Customer care and relationship • Customer inclusiveness and accessibility 	<p>SDG Target 11.2 - By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons</p>
	<p>Employee Care</p>   	<ul style="list-style-type: none"> • Employee training, upskilling and development • Wellbeing and work life balance • Diversity, equal opportunity, human rights, and fair labour 	<p>SDG Target 4.4 - By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship</p> <p>SDG Target 5.5 - Ensure women’s full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life</p> <p>SDG Target 8.5 - By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value</p> <p>SDG Target 8.7 - Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms.</p> <p>SDG Target 8.8 - Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment.</p>
	<p>Social Economic Contribution</p> 	<ul style="list-style-type: none"> • Social Economic Contribution 	<p>SDG Target 11.2 - By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons</p>

APPENDIX 3: ALIGNMENT WITH THE UN SDG TARGETS

PILLAR	KEY FOCUS AREA	MATERIAL TOPICS	SDG TARGETS
 <p>Ensuring ethical business and strong governance practices</p>	Cybersecurity, Data Governance & Privacy	Cybersecurity, Data Governance & Privacy	–
	Asset Protection & safety	Asset Protection & safety	–
	Business Integrity & Growth   	<ul style="list-style-type: none"> • Corporate governance • Regulatory & compliance, anti-corruption & anti-bribery • Risk management & transparency • Responsible supply chain & partnerships • R&D Technology Innovation 	<p>SDG Target 9.1- Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all</p> <p>SDG Target 12.7 - Promote public procurement practices that are sustainable, in accordance with national policies and priorities</p> <p>SDG Target 16.5 - Substantially reduce corruption and bribery in all their forms</p>

ANNEX A: SUPPLIER CODE OF CONDUCT

ComfortDelGro Corporation Limited is committed to the highest standards of ethical conduct, social and environmental responsibility and commitment to sustainability.

ComfortDelGro and its subsidiaries worldwide (hereinafter collectively referred to as "ComfortDelGro") procures a wide range of goods or services from various businesses, companies, corporations, persons and entities, including their employees, agents and representatives (hereinafter collectively referred to as "Suppliers").

ComfortDelGro requires and expects its Suppliers to operate in accordance with the principles in this Supplier Code of Conduct ("Code") and in full compliance with all applicable laws and regulations. Suppliers are required to adhere to all applicable laws (including but not limited to antitrust, anti-competition, anti-corruption and anti-fraud policies), maintain high ethical standards, have clear health and safety policies, strict environmental policies, and adopt fair employment practices.

It is the responsibility of Suppliers to ensure their employees and representatives understand, comply and act consistently with this Code. Failure to adhere to this Code may result in disqualification from consideration for business, and/or future business, with ComfortDelGro.

1. COMPLIANCE WITH LAWS AND REGULATIONS

- 1.1. Abidance with the Law Suppliers' business operations, as well as all goods and services supplied to ComfortDelGro, must fully comply with the laws and regulations of the countries where Suppliers' operations are based as well as where goods and services are provided to ComfortDelGro.
- 1.2. Use of Fair Business Practices Suppliers must practise fair competition in accordance with local antitrust and competition laws. Activities that restrict competition must be avoided. Commercial decisions, including prices, terms of sale, division of markets and allocation of customers, must be made independent of understandings or agreements with competitors.

2. ETHICS AND CONFLICT OF INTEREST

- 2.1. Anti-Corruption Stance Suppliers must conduct their business with integrity, transparency and honesty. ComfortDelGro does not condone any corrupt practices such as bribery, extortion or embezzlement in all business interactions. Suppliers are prohibited from offering, paying, soliciting or receiving (whether directly or otherwise) any form of bribe as inducement or reward for any business transaction with or involving ComfortDelGro. The term "bribe" broadly includes any illicit advantage such as (but is not limited to) cash, cash equivalents, property, loans, commissions, services, benefits in kind or other advantages.
- 2.2. Anti-Fraud Stance In the same vein, ComfortDelGro does not condone any fraudulent practices such as intentional deception, misappropriation of resources or manipulation of data. Suppliers are prohibited from altering or falsifying records, failing to account for monies received or knowingly providing false information for any business transaction with or involving ComfortDelGro.

- 2.3. Gifts and Entertainment ComfortDelGro is committed to conducting all business without undue influence. The requires it to exercise good judgment and practise moderation in receiving business gifts and entertainment. Suppliers must not offer or give gifts or hospitality (including kickbacks, favours, cash, gratuity, entertainment or anything of value) to any ComfortDelGro employee that is intended as, or may be viewed as an attempt to improperly influence business decisions. Employees will respectfully decline entertainment, gifts or other benefits that could in any way be construed as, or give the appearance of, attempting to influence business decisions in favour of any person or organisation with whom ComfortDelGro may have business dealings.
- 2.4. Conflicts of Interest Suppliers should avoid any conflicts of interest that may adversely influence their business relationship with ComfortDelGro. Suppliers must disclose all actual, potential or perceived conflicts of interest situations and/or relationships promptly to ComfortDelGro.

3. HUMAN AND LABOUR RIGHTS

- 3.1. Human Rights ComfortDelGro believes that it is our responsibility to respect the human rights of the people in all the locations that we operate in. ComfortDelGro's Human Rights Commitment is guided by the Universal Declaration of Human Rights, the United Nation's Global Compact's Principles on Human Rights and the International Labour Organisation (ILO) Conventions on Labour Standards in aspects of our employment practices as well as Workplace Health and Safety. To learn more on ComfortDelGro's Human Rights Policy, please visit <https://www.comfortdelgro.com/sustainability>. Suppliers shall uphold and comply with the highest international standards on human and labour rights protection.
- 3.2. Anti-Harassment and Abuse Suppliers shall ensure that all of their employees are humanely treated with respect and dignity. All forms of harassment and abuse, including but not limited to physical violence, sexual exploitations or abuse, verbal intimidation, psychological harassment, coercion and corporal punishments are not tolerated.
- 3.3. Non-Discriminatory Employment Suppliers shall apply fair and ethical standards in their employment practices. This includes non-discrimination in employment, recruitment, advertisements for employment, compensation, termination, upgrading, promotions, and other conditions of employment against any employee or job applicant on the bases of race, ethnicity, gender, national origin, age, religion, marital status, disability, sexual orientation or gender identity.
- 3.4. Ethical Employment Suppliers must comply with all national laws on wages and working hours as well as local standards regarding child labour and minimum age.
- 3.5. Freedom of Association and Collective Bargaining Suppliers shall recognise and respect its employees' freedom of association, collective bargaining and rights to representation through the appointed trade union.

ANNEX A: SUPPLIER CODE OF CONDUCT

4. WORKPLACE HEALTH, SAFETY AND QUALITY

- 4.1. Healthy and Safe Working Environment Suppliers must have in place health and safety protection policies and management systems to provide a secure working environment. They must be designed to promote the general health of employees and reduce work-related injury and illness. For example, protective equipment and tools must be provided and replaced/maintained regularly.
- 4.2. Safety The safety of all goods and services supplied must be ensured through appropriate policies, implementation and monitoring.
- 4.3. Quality Suppliers' policies and management systems must be developed to ensure that the quality of all goods and services are as specified in their contracts with ComfortDelGro.

5. CORPORATE SOCIAL RESPONSIBILITY AND ENVIRONMENTAL SUSTAINABILITY

- 5.1. Corporate Social Responsibility ComfortDelGro is committed to building positive relationships with the communities in which we live and work by showing our support and care for the poor, the sick, the underprivileged and the aged. Suppliers are encouraged to support us and also seek similar opportunities in area of Corporate Social Responsibility.
- 5.2. Environmental Sustainability Suppliers must endeavour to minimise the impact of their operations on the environment, and are encouraged to adopt effective environmental management practices and standards. Local environmental laws and practices such as those pertaining to waste disposal (proper handling of toxic and hazardous waste, segregation where regulated, etc), air emissions and pollution must be complied with.

Suppliers are encouraged to identify, manage and reduce its greenhouse gas emissions from its operations. This includes adoption of eco-efficient practices, green technologies and transiting to cleaner energy.

6. USE OF INFORMATION

- 6.1. Insider Trading Suppliers must not trade in the securities of ComfortDelGro either directly or through an intermediary while in possession of inside information (i.e. confidential material, non-public information) relating to ComfortDelGro nor should they pass such information on to others.
- 6.2. Proprietary Information Any information used by Suppliers in their business relationship with ComfortDelGro that is either proprietary and/or not public must be protected against loss and infringement. Any disclosure or use of such information other than for the purposes of discharging its obligations to ComfortDelGro must first be authorised by ComfortDelGro.

- 6.3. Personal Data Supplier shall respect and comply with all applicable laws relating to the protection of personal data, have in place reasonable physical and electronic measures to ensure the security of personal data, and use any personal data disclosed by or collected on behalf of ComfortDelGro only for the purpose(s) for which the relevant personal data is disclosed or collected.

7. COMMUNICATION

- 7.1. Training and Communication Suppliers shall ensure adequate communication and compliance of this Code to their employees and supply chain. Where needed, suppliers shall ensure the right and adequate training is provided to employees in their supply chain.

8. RISK MANAGEMENT

- 8.1. Risk Management System Suppliers are expected to put in place a risk management procedure that would allow it to identify and mitigate operational and legal compliance risks in all obligations stated in this Code. Suppliers are also encouraged to conduct regular assessment of its facilities and operations, and to extend such checks to its supply chain. It is the supplier's responsibility and obligation to inform ComfortDelGro timely in light of any alleged or actual breach of this Code.
- 8.2. Due Diligence ComfortDelGro reserves the right to conduct due diligence check and audits on its suppliers for compliance with this Code. Suppliers may be requested to provide relevant policies and procedures, where necessary, access to employees and other personnel, as well as associated evidence to demonstrate adherence.

9. ETHICAL CONCERNS

If any Supplier has an actual or potential ethical concern related to the Code, they can make use of the ComfortDelGro Alert Line.

The ComfortDelGro Alert Line comprising the following personnel has been set up to facilitate the reporting of incidents and the handling of information or evidence on matters that will give rise to whistle blowing:

Group Chief Internal Audit Officer
DID: +65 6383 7010
Email to: gciao@comfortdelgro.com

and/or the respective Chairmen of Audit & Risk Committee (ARC)

- For ComfortDelGro, email to: ARC_Chairman@comfortdelgro.com
- For SBS Transit Ltd, email to: ARC_Chairman@sbstransit.com.sg
- For Vicom Ltd, email to: ARC_Chairman@vicom.com.sg

ANNEX B: HUMAN RIGHTS POLICY

ComfortDelGro Group's Human Rights Commitment is guided by the Universal Declaration of Human Rights and the United Nation's Global Compact's Principles on Human Rights in aspects of our employment practices as well as Workplace Health and Safety.

This policy highlights our responsibility and response in relation to protecting the rights of employees within the ComfortDelGro Group in all locations that we operate in.

1. PROHIBITION OF UNETHICAL LABOUR PRACTICES

ComfortDelGro Group does not engage in nor tolerate unethical labour practices such as child labour or forced labour. We strive to uphold and honor the relevant local, national and international laws and conventions where we operate and put in place measures to ensure no unethical labour practices exists within the Group.

2. FAIR EMPLOYMENT PRACTICES

We adhere to applicable employment related legislations and guidance in locations where we operate in. Specifically, in Singapore, we are committed to the Tripartite Guidelines for Fair Employment Practices released by the Tripartite Alliance for Fair and Progressive Employment Practices. The working hours of ComfortDelGro Group's shall comply with the applicable legislations where the employees are situated. In relation to our Sustainability Framework, ComfortDelGro Group strives to ensure:

- Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all our employees.

3. GROWING OUR PEOPLE

In ComfortDelGro Group, growing our Talent Base is one of our 3 key strategies for success. Our people must be prepared and equipped with the right mindset, skills and competencies for the next lap. We approach development with an inclusive approach. We want to develop leaders at all levels systematically with a view on continual learning and team collaboration. In relation to our Sustainability Framework, ComfortDelGro Group strives to ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.

In tandem with developing our talent base, ComfortDelGro Group is committed to providing a challenging environment with ample opportunities for growth so that our talent can realise their full potential.

4. DIVERSITY & INCLUSION

ComfortDelGro Group embraces diversity. We believe in creating an inclusive environment where our employees treat each other equally and with respect. We want to nurture a culture where diverse perspectives can help drive our Group forward and equal opportunities are given to all our staff.

The Group is committed to creating a culture of diversity, inclusion, and equal opportunity. We strive to provide a fair and supportive work environment for all our employees, regardless of their age, sex, marital status, sexual orientation, disability, race, colour, nationality, ethnic or national origin, religion, or affiliation to any political party or trade union. We aim to employ people who reflect the diverse nature of society and we value each of our employees' contributions, both individually, and as part of the Group.

Beyond just physical safety, ComfortDelGro Group also strives to ensure a safe psychological environment where our employees can work in; without fear of presenting their diverse views without repercussions and discrimination.

5. FREEDOM OF ASSOCIATION AND RIGHT TO COLLECTIVE BARGAINING

ComfortDelGro Group recognises and respects our employees' freedom of association and rights to representation through the appointed trade union.

We are committed to the concept of Tripartism and strives to build and maintain progressive relationships with the Trade Unions and their representatives.

6. FAIR AND SAFE WORKING CONDITIONS

As laid out in ComfortDelGro Group's Sustainability Framework, one of the key pillars of "Enhancing the Safety and Wellbeing of the Community and our People", Health and Safety of our customers and employees and the public is fundamental to our business. Our focus on safety is strongly reflected in the Group's policies, procedures and training. We take all safety incidents seriously and we continuously work towards achieving zero fatalities and injury rates that are below national averages in our locations of operation.

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