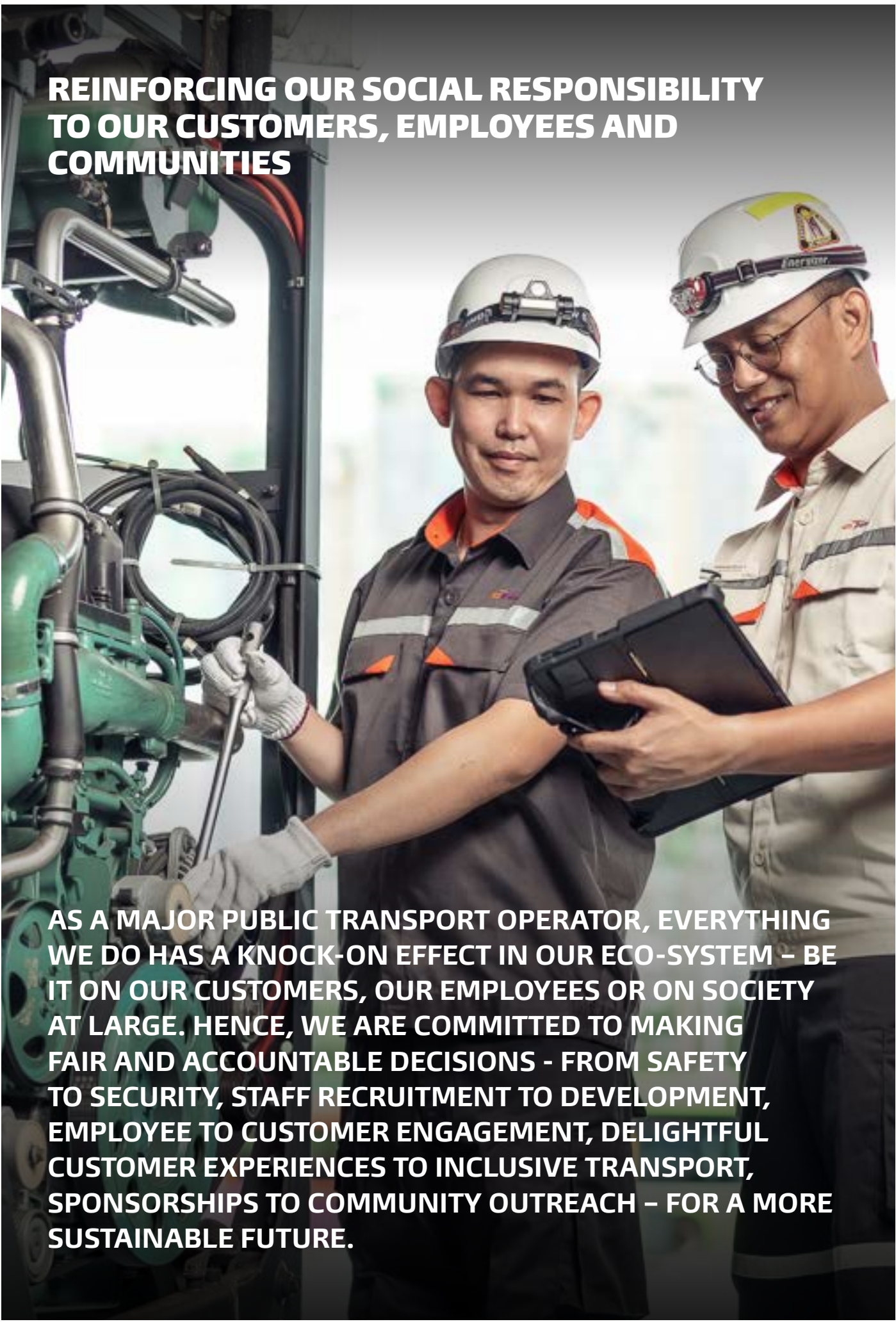


## **REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES AND COMMUNITIES**



**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

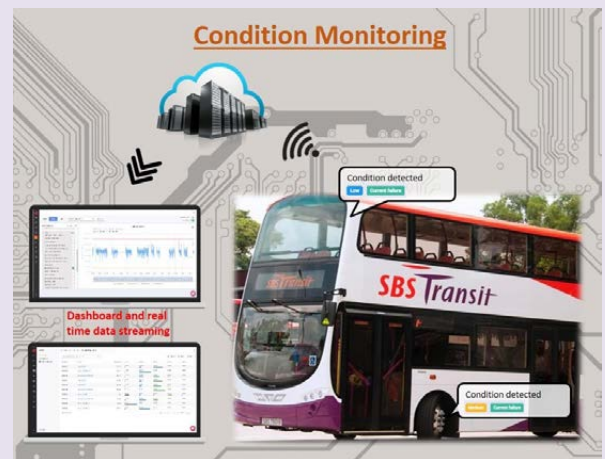
### CARES – A SHARED VISION OF SERVICE EXCELLENCE

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.



### ENHANCING RELIABILITY OF BUSES

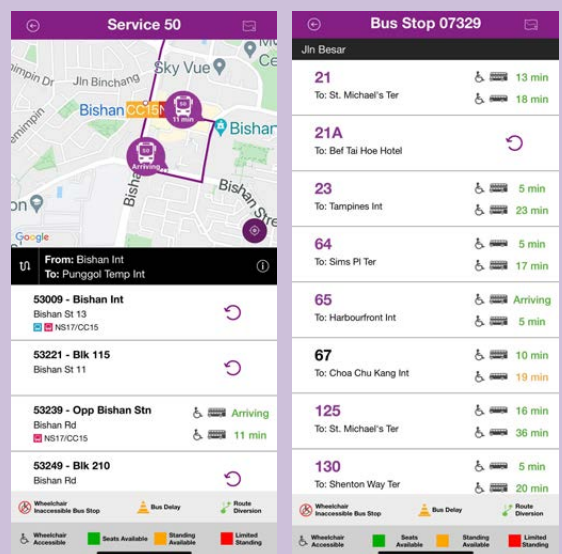
In 2021, we invested in a bus condition monitoring system that alerts our workshop employees to real time fault detection and predicts the individual bus condition. With this, buses with faults can be recalled for timely repairs to avoid breakdowns on the road. This system developed by Stratio is the 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.



## 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.

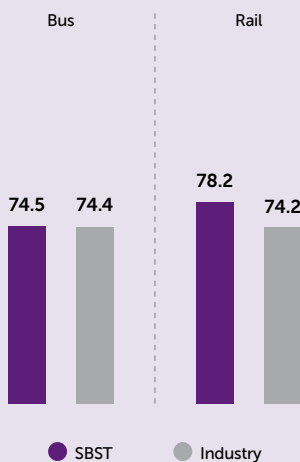
In the Public Transport Council's 2021 Customer Satisfaction Survey findings, SBS Transit scored 90.8%, against the industry's 92.0%. In the bus sector, we received a satisfaction rating of 90.6%, which was a tad lower when compared to the

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

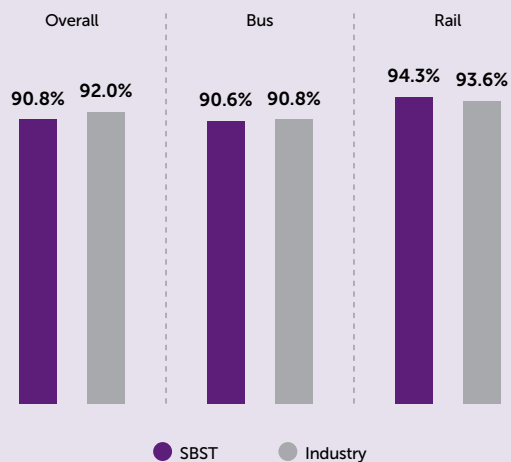
We also commissioned independent surveys to assess our customer satisfaction level. Our efforts to improve reliability resulted in more passengers giving us the thumbs up in this area. In 2021, 96.9% of them rated NEL as a reliable line compared to 93.8% the year before. Similarly, DTL's ratings as a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



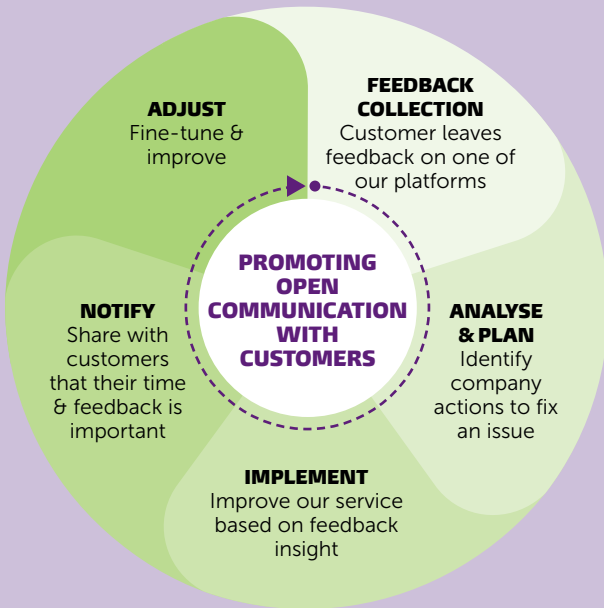
**PUBLIC TRANSPORT COUNCIL'S 2021 CUSTOMER SATISFACTION SURVEY**



## 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.



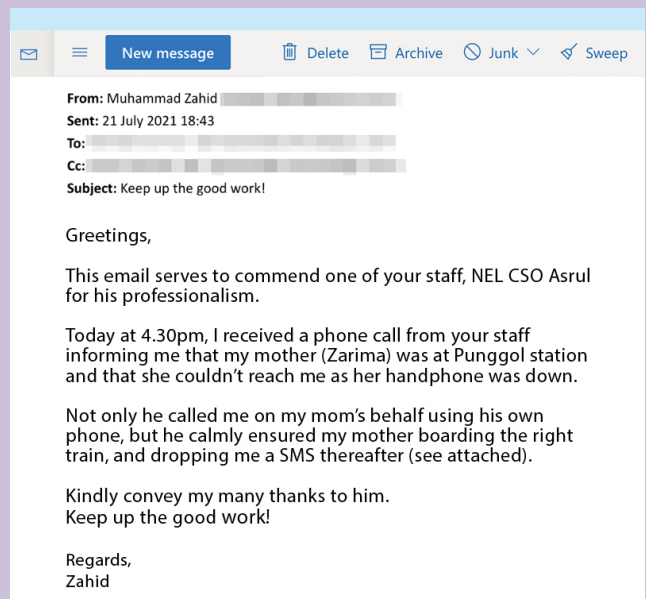
## REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES AND COMMUNITIES

### 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

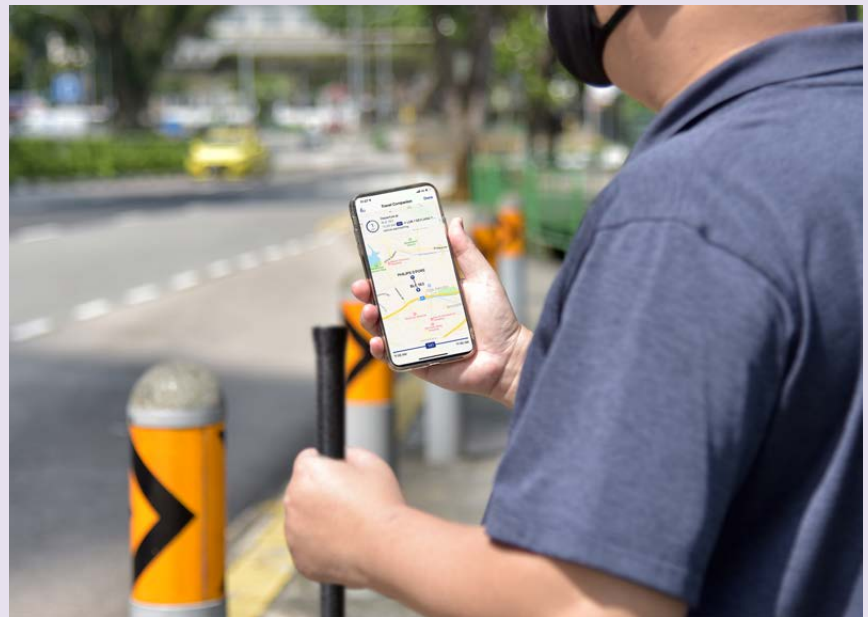
In 2021, we introduced priority boarding for passengers-in-wheelchairs at the boarding platforms across all 50 of our MRT stations. Large prominent floor stickers were installed to create awareness and visibility so that able-bodied customers will give way to them when boarding and alighting.



### 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.

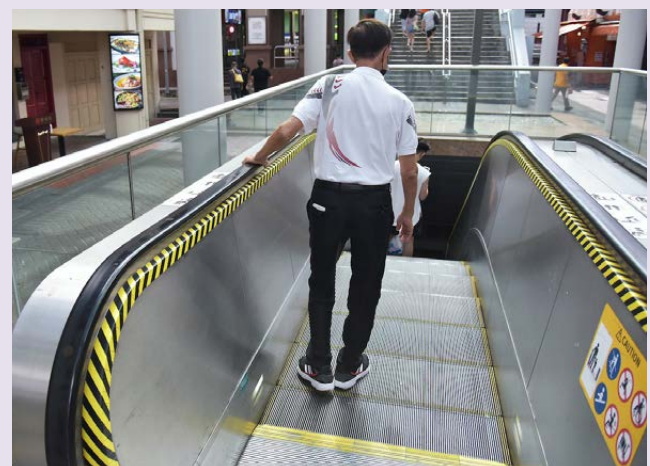
At one of the busiest escalators in NEL Chinatown Station, audio reminders are played to "personally" remind our elderly commuters to hold onto the handrails. The announcements are made in English, Mandarin, Cantonese and Hokkien, to better resonate with the commuters in that area.

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

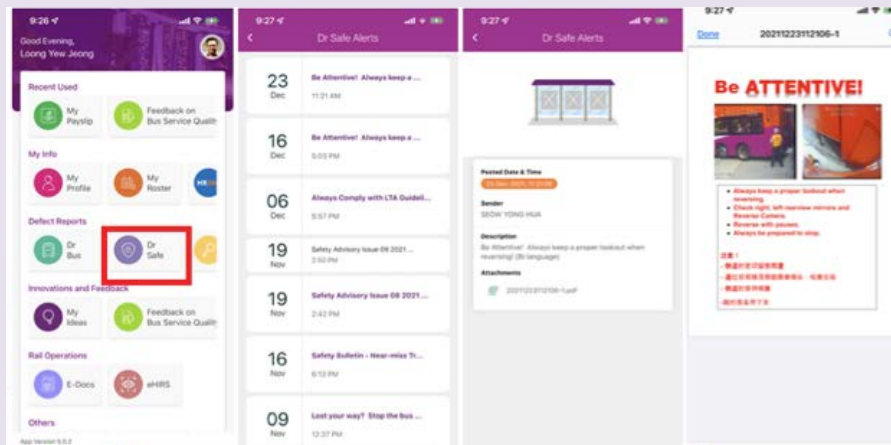


## REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES AND COMMUNITIES

### 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
<b>Fatalities</b>	0	2
<b>Passenger Injuries (including 3rd party injury)</b>	242	278
<b>Number of accidents per 100,000 km</b>	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

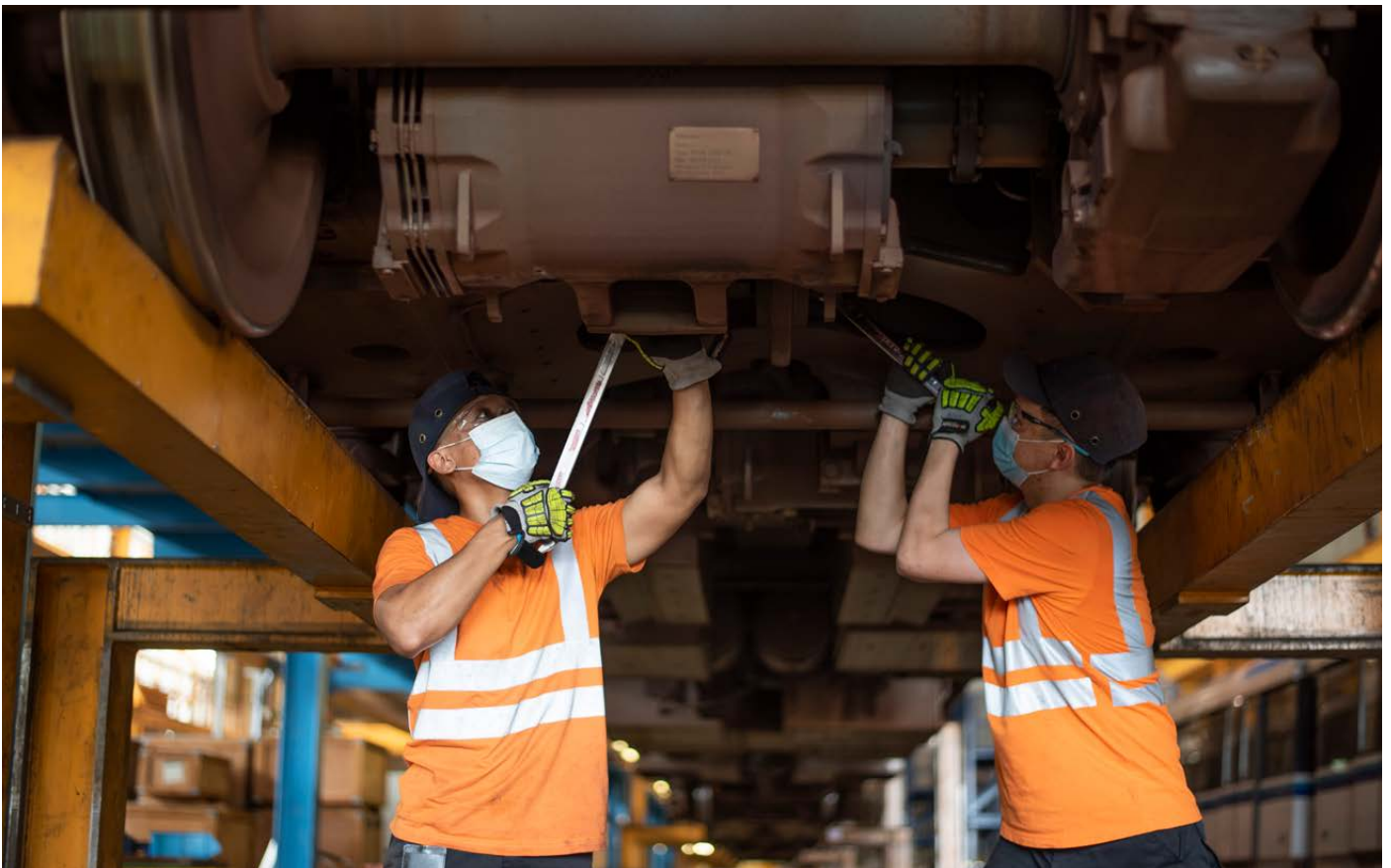
### EMPLOYEE AND CONTRACTOR SAFETY & HEALTH

#### 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
<b>Bus</b>	293.3	420.9
<b>Rail</b>	108.0	160.0

#### Recordable Work-Related Injury – SBS Transit

	BUS		RAIL	
	2020	2021	2020	2021
<b>Number</b>	31	38	4	6
<b>Rate</b>	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  
13<sup>th</sup> 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
<b>Board (Governance Bodies)</b>	7	3
<b>Executive and above</b>	743	157
<b>Non-executives</b>	8,371	815
<b>Overall Workforce (excl. Board)</b>	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.

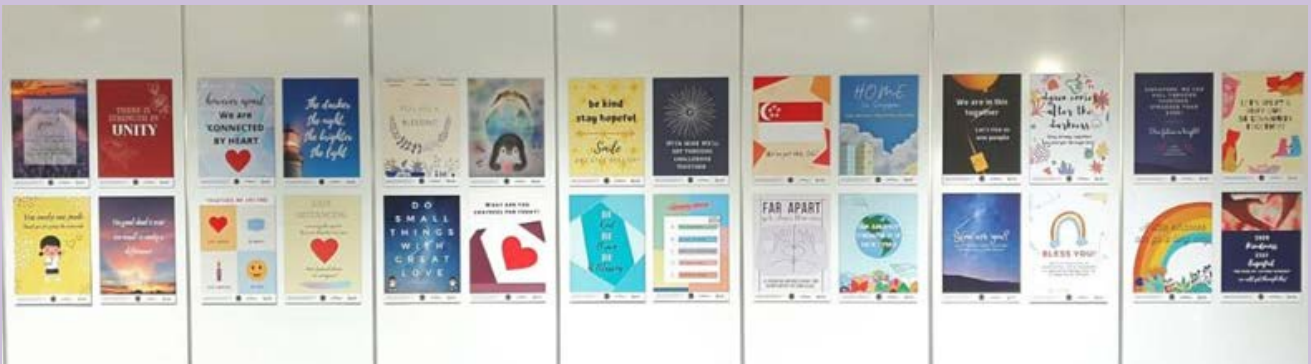
## REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES AND COMMUNITIES

### 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.

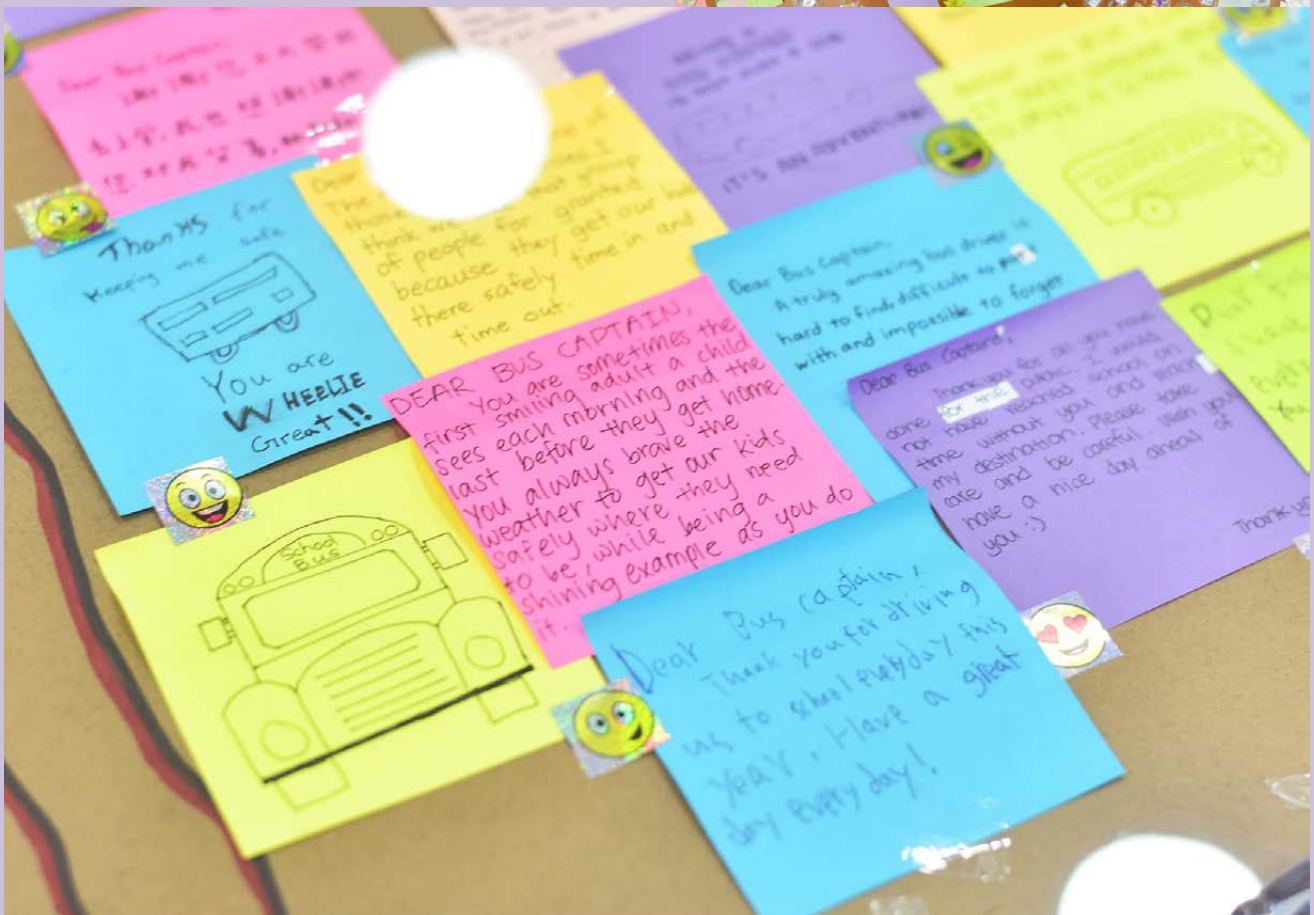


## REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES AND COMMUNITIES

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

\* Rate is derived through sum of voluntary and involuntary turnovers