



OUR PART



It is said that no man is an island. The same can be said of an organisation – regardless of size or stature. At ComfortDelGro, we know that our accomplishments to-date would not have been possible without the support of all of our Partners – be they Regulators, Unions or Suppliers.

PARTNERS



Our public scheduled bus business under ComfortDelGro Cabcharge works closely with the Transport Workers' Union (TWU) to ensure that the welfare of our employees is never compromised.

“The TWU formally recognises the positive working relationships that ComfortDelGro Cabcharge have developed and maintained since its acquisition of the Westbus business in 2005.

As the primary private bus driver representative group in Australia, the TWU is a focal point for a wide range of driver issues and concerns. The driver membership of the TWU is very high in the ComfortDelGro Cabcharge Depots.

ComfortDelGro Cabcharge has an attitude of respect and fair dealing which is valued by its employees. The Company has reached negotiated outcomes on a number of issues, including integrated networks, integrated ticketing and the Bus Driver Award.

By way of example, in 2011, a serious assault on a driver on route in St Marys was promptly addressed by ComfortDelGro Cabcharge management. Their action to introduce additional security measures including on-board security guards over a six-month period, and their innovative and collaborative design of bus driver safety screens, avoided service disruptions during a period of high tension amongst drivers.

As the TWU Secretary, I am happy to provide this letter of support for ComfortDelGro Cabcharge and trust that it will be recognised for what it has achieved in the last seven years, and also the manner in which it has worked with the staff to implement significant changes.”

WAYNE FORNO

State Secretary, Transport Workers' Union, New South Wales

AUSTRALIA



In Perth, we operate taxi services through Swan Taxis and work closely with the Taxi Industry Board to ensure that the well-being of drivers and commuters is always looked after.

“As Chairman of the Taxi Industry Board in Western Australia I have, on several occasions, had contact with ComfortDelGro. On a visit to Singapore to examine the way the taxi industry is regulated and operates, the Company was more than helpful in assisting us to examine all the relevant aspects of the industry that we were interested in. Our resultant discussions within the Board have been greatly enhanced by this experience. More recently, ComfortDelGro acquired Swan Taxis, the largest taxi despatch service in Western Australia. To-date, in our dealings with the Company, they have been most helpful in providing us with information that is assisting us to develop advice to the Government on how the industry in Western Australia may be improved. We are confident that having such a large and experienced taxi operator like ComfortDelGro will, over time, bring benefits to taxi customers and industry participants.”

BARRY MACKINNON
Chairman, Taxi Industry Board, Western Australia



Long-time partners, ComfortDelGro and Cabcharge, came together in 2005 to form a new venture that would go on to invest in several businesses across Australia. Today, ComfortDelGro Cabcharge is a dominant bus operator in several major cities.

“I congratulate ComfortDelGro Corporation on the occasion of their 10th Anniversary. What a journey it has been given the fact that almost five years of your growth has been at a time of world-wide economic turmoil and uncertainties. It is indeed a credit to the Board of Directors under the Chairmanship of Lim Jit Poh and the driving force of your Managing Director/Group Chief Executive Officer, Kua Hong Pak, that the Company has prospered despite those difficulties. Our long-term relationship with ComfortDelGro Corporation has grown from strength to strength, demonstrated largely by your successful entry into the Australian Bus business in 2005 and Taxi business in 2010. The growth from 642 buses to 1,643 buses speaks for itself and with further opportunities, one can only hope for continued growth and prosperity. The team at ComfortDelGro Corporation and here at ComfortDelGro Cabcharge Australia are a credit to your organisational skills and I offer best wishes for the future of the Group. It is a great success story to-date. Let us work at continuing the trends established over the first 10 years of an incredible journey.”

REGINALD KERMODE
Chairman, Cabcharge Australia
Deputy Chairman, ComfortDelGro Cabcharge



In London, our subsidiary, Metroline, works hand in hand with the Transport for London (TfL) to provide public scheduled bus services to the commuting public.

“In the two years that I have been Managing Director for Surface Transport at TfL, I have had the opportunity to work closely with all London bus operators. I am pleased to say that ComfortDelGro, through its fully-owned subsidiary Metroline, has established itself as one of London’s most dependable and trustworthy operators. It is partly for this reason that TfL has entrusted Metroline to be the first operator to run an entire route using the New Bus for London starting in the summer of 2013.”

LEON DANIELS

Managing Director, Surface Transport,
Transport for London



In Ireland, we have forged a close relationship with Callinan Coaches which runs our inter-city express coach services. It is a win-win relationship that started in 2009, and which continues to grow from strength to strength.

“Our relationship with ComfortDelGro as a contractor started in October 2009, with the commencement of an express service between Galway and Dublin. The success of this partnership then led ComfortDelGro to outsource all their inter-city express coach services to Callinan in July 2010. ComfortDelGro’s confidence in us has encouraged us to purchase a new fleet, leading to an outstanding service, complete with on-board toilets and complimentary Wi-Fi.”

TOMMY CALLINAN

Managing Director, Callinan Coaches



In China, the success of any business is almost always dependent on the relationships that have been forged – or what is otherwise known as “guan xi”. Our strong track record in Nanning and Suzhou, coupled with strong ties with the relevant authorities, as well as our Joint-Venture Partners, have made ComfortDelGro a premier taxi operator in these Cities.

“Whenever there is release of new taxi licences in Nanning, I always witness a rush of taxi drivers wanting to join Nanning Comfort Transportation to drive the new taxis as opposed to joining other taxi operators. This speaks well for Nanning Comfort Transportation as it shows that it has built up a reputation in its industry for being fair and taking good care of its drivers’ welfare.”

PAN JUN

Former Party Secretary, Nanning Traffic Enforcement Bureau (Taxi)



“Time flies. 2013 has ushered in the 10th anniversary of ComfortDelGro. Under the wise leadership of an elite management team, the Organisation has overcome severe challenges over an extraordinary decade, such as SARS and the financial crisis. In spite of these, you have continued to attain remarkable achievements by significantly improving the Group’s results, whilst successfully expanding the overseas market. Looking to the future, the market will become increasingly competitive, but it is also full of endless opportunities and challenges. On behalf of Suzhou Car Rental, I wish ComfortDelGro many more years of glorious success!”

LI JINHAI

Deputy Chairman, Suzhou Municipal Taxi
Deputy Chairman, Suzhou Comfort Taxi

CHINA



UNITED WE STAND

BY DAISY CHAN, GROUP HUMAN
RESOURCE OFFICER, COMFORTDELGRO

Often, when people think of Unions, they think of “trouble” or “interference” – for Management that is. They usually think of two different parties sitting on different sides of the table, championing different interests.

At ComfortDelGro however, we sit around the table rather than on different sides of the table, working together to realise common goals and objectives. That, in essence, describes our relationship with the Unions, one that is centred on partnership and the interests of our workers who are of paramount importance.

Certainly, there will be times when views differ. But strong ties, built from mutual trust, respect and constant collaboration, eventually bring a divergence of views to a convergence of a mutually accepted position.

ComfortDelGro’s most valuable corporate asset is its human capital. It is through its people that a successful future can be created and sustained. The Unions share our philosophy, and together, we strive to build work environments that enable our colleagues to thrive.



As partners, collaboration plays a very big part in the way we work together with the Unions. A consultative platform is used for our industrial relations issues to be addressed and resolved amicably and rationally. These include joint working committees that deliberate on staff productivity, operations and safety. We also hold regular meetings so that both the Unions and Management are kept abreast of day-to-day issues.

We also ask the Unions for feedback to better address the issues at hand.

Over the years, we have worked on many important initiatives such as redesigning work scopes to attract more drivers and employing older workers.

In Singapore in 2008, when there was a national drive for the employment of older workers, we worked together with the Unions to ensure that we followed good practices on pre-retirement planning and counselling, flexible job arrangements and employment terms.

One of our subsidiaries, SBS Transit, also worked closely with the Unions to come up with adapted job roles that would be more suitable for retired bus captains to take on, such as that of mentors and driving assessors.

One of the most important ways we work together is through the sharing of vital information. Constructive dialogue and informed decisions cannot happen

unless information is forthcoming. Disclosure of information also demonstrates good faith and sincerity in wanting to work together.

Before key changes are made, Union leaders are briefed on the tentative plans and consulted for feedback. The early sharing of information, updating each other promptly on issues of concern, are key to successful planning and implementation.

Over time, Union leaders and members of the Management team have become more than just working partners. We have become firm comrades with a shared vision to build a harmonious and inclusive work environment.