

# ENHANCING THE SAFETY AND WELLBEING OF THE COMMUNITY AND OUR PEOPLE



2020 has shown the world, more than ever before, that the integrity of the economy rests on the resilience and wellbeing of people. Operating in seven countries with over 23,700 employees and serving millions of commuters daily, ComfortDelGro has responsibility over lives and livelihoods. Despite challenges over the year, we remain ever committed to ensuring the safety and wellbeing of those who serve us, and those we serve.

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**SAFETY IS OUR PRIORITY**

With over 40,000 vehicles plying the roads in seven countries, road safety has always been a core component of our operations. However, this year, our operations faced new challenges brought about by the COVID-19 pandemic. Despite the circumstances, a significant proportion of our staff and drivers were still working to keep people moving, and many essential workers continued to commute with us. Beyond regular safety measures, we took extra care to ensure that employees and commuters were kept safe and healthy in the new normal.

Progress against targets:

TARGET	2020 PERFORMANCE
Zero Fatalities	<ul style="list-style-type: none"> <li>Zero road fatalities</li> <li>Zero workplace fatalities</li> </ul>
Injury rates below national averages in our locations of operations	<ul style="list-style-type: none"> <li>Kept injury rates below national averages</li> </ul>

**HEALTH & SAFETY**

**WHY THIS ISSUE IS MATERIAL**

A good safety record is required to maintain commuter trust. It is our responsibility to ensure safe journeys for all commuters, regardless of whether they are riding with us or are fellow road users. The pandemic has enabled us to rethink how we manage health & safety. Due to our reach, it is important we remain committed to keeping our community safe and doing our part in fighting COVID-19.

**HOW WE MANAGE THIS ISSUE**

Our occupational health and safety (OHS) systems are established in line regulatory requirements<sup>1</sup> and internationally recognised standards, such as ISO 14001, ISO 45001, ISO 9001, ISO 4801 and AS/NZ4801. Our OHS management system covers all employees, as well as all vendors, contractors and operators that operate within our premises. Third parties are made aware of the prevailing safety measures prior to commencement of work, through means

such as the Contractor Induction Package in CDC Victoria.

As a transport provider, it is crucial that we adequately identify hazards and robustly assess risks to ensure the safety of our employees, workers and customers. In Singapore, we do this through internal yearly risk assessments as well as independent physical inspections and observations. In Australia, hazard and risk identification and assessments are conducted as per ISO 14001, 45001, 9001 and 4801 standards. They detail the processes and procedures for risk identification, assessment and management in the workplace. In our UK operations, risk assessments and a Safe System of Work (SSOW) are in place and are reviewed when an incident occurs to ensure all risks are documented.

We have also invested heavily in training and re-training courses, and ran safety awareness and training programmes to instil a safety and security conscious culture in employees at all levels. WSH Committee members have to attend

<sup>1</sup> Our safety systems comply with regulations in the jurisdictions that we operate in. They include Acts relating to workplace health and safety and passenger transport.

more training sessions to ensure that they are able to adequately and appropriately carry out their duties. Our operations staff, including SBS Transit's bus and rail engineering staff and VICOM's staff, are trained and qualified by accredited training agencies to perform their various jobs in accordance with stipulated regulations. When required, SETSCO's staff will also attend safety orientation and site familiarisation courses organised by clients in the construction, shipyard, marine and oil/petrochemical sectors.

As we have stringent and robust OHS management systems for our workplaces, we also extend similar expectations to our business partners. Due diligence is carried out across our global operations to ensure that third party business partners have the necessary licenses and documentation. For example, a Method Statement and Risk Assessment is a pre-requisite for all ComfortDelGro Taxi vendors. This is reviewed internally by our Safety Officer and requires approval prior to any commencement of work. In Australia, in addition to these processes, all vendors will have to complete and online induction program to ensure that they fully understand and comply with ComfortDelGro's OHS expectations.

#### **WORKPLACE HEALTH & SAFETY**

Our joint management-worker Workplace Safety & Health (WSH) Committees (details in Annex B) represent all our employees and workers in our countries of operation, to evaluate occupational safety programmes. A strong emphasis is placed on safety through training, education and engendering a strong safety culture. Aside from day-to-day monitoring of OHS matters, WSH Committees meet on a routine basis (i.e., monthly, quarterly, annually) to conduct evaluations and assessment of OHS management systems, and to develop appropriate solutions.

Employees are encouraged to report any work-related hazards, without fear of reprisals. ComfortDelGro has

systems in place to foster a supportive environment to reporting unsafe work circumstances. In Australia, employees can report incidents via their workplace kiosk or via the Company mobile app on personal devices. Alternatively, employees can also raise incidents or hazards to their supervisor and/or WSH committee representatives. There are whistleblowing policies in place to ensure that no adverse action is taken against these employees.

All employees have the right to remove themselves from dangerous situations or unsafe work circumstances. In Australia, national legislation stipulates workers' rights to cease or direct cessation of unsafe work, if the worker has reasonable concern that continuing work would lead to significant exposure to health and safety risks. Trained employee Health and Safety Representatives have the authority to issue stop work notices in unsafe situations. This will ensure corrective action is implemented before work recommences. In Singapore, VICOM Inspectors can report such matters to their respective Chief Inspector or the member of the WSH committee.

Across the ComfortDelGro Group, reported work-related breaches of safety are investigated and subsequent corrective actions taken to eliminate or minimise the hazard, avoiding recurrence. Investigation and analysis of OHS incidents are used to ascertain whether there are systemic issues that require additional training, change of procedures or acquisition of additional equipment that reduces the risk of injury. Where appropriate, a review is conducted to identify similar exposure in other business units, and a safety alert communicated. Incidents and investigations of breaches in workplace safety are reported to the business units' respective management.

Our business units have in place services and facilities to support occupational health. In Singapore for example, we provide annual and routine health

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OF THE COMMUNITY AND OUR PEOPLE**

screening and ensure the availability of first aid kits and Automated External Defibrillator (AEDs). Our safety systems and stringent checks ensure that health and safety is held to the highest standards. Safety requirements are incorporated in tender documents for relevant products and services.

In 2020, much of our focus for workplace safety has been on keeping our employees guarded against COVID-19 infections. Adhering to various government directives and internal safety guidelines, we have also put in place several safety measures and Business Community Management (BCM) policies across all our Business Units. This included telecommuting, split-team arrangements, and limitations on group sizes. Employees also undertake daily health screening including temperature checks to prevent them entering the workplace if they are unwell.

Beyond OHS, we believe in promoting the health and wellbeing of our workforce. Health-related activities during 2020 were focused heavily around COVID-19 infection prevention activities, such as hand hygiene, respiratory etiquette, donning and doffing personal protection

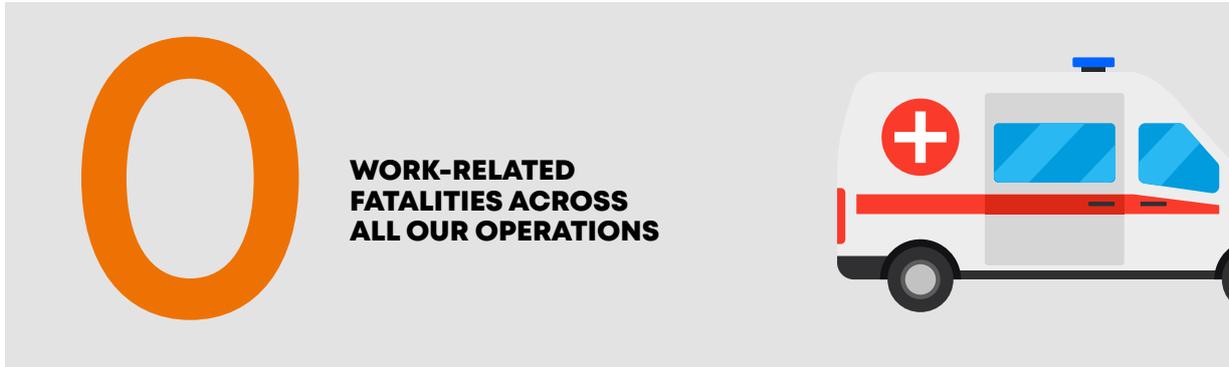
equipment (PPE), cleaning and disinfection, and waste removal. Videos and training packages were developed to support these activities. We kept up to date with the latest advisory and best practice as the situation evolved, and provided employees with regular bulletins were communicated via email. Posters and noticeboards are placed around the workplace to promote engagement and compliance to OHS requirements.

Although it is challenging to organise group activities for employees during the pandemic, ComfortDelGro continues to provide employee health benefits such as discounted gym memberships. Supporting our employees' mental health and wellness is also important to ComfortDelGro. For example, in Australia, our Business Units have an Employee Assistance Program (EAP) in place whereby staff have access to a limited number of free and confidential counselling with qualified professionals. The EAP program can be used for any work or non-work-related matters that may be impacting health and wellbeing. The program is also open to family members. Such mental health support is particularly helpful throughout the pandemic, in a time of heightened anxiety.

**GROUP PERFORMANCE SUMMARY**

The Group recorded zero workplace fatalities in Singapore, Australia and the UK. Workplace Injury Rate (WIR) for Singapore and UK/Ireland falls below the Workplace Safety and Health Report 2019 national statistics published by Ministry of Manpower. The 2019 national statistics for workplace injury rate for Logistics & Transport industry is 821.2 per 100,000

employed persons. Australia's benefit systems and "no-fault" system of workers' compensation for work-related injuries indirectly led to relatively high number of workplace injury reports and long medical leaves. There have been no incidents of non-compliance with regulation and voluntary codes concerning the health & safety impacts of products and services during their life cycle.



WORKPLACE INJURY RATE (WIR) PER 100,000 EMPLOYEES	2019	2020
<b>Singapore</b>	457.4	455.1
<b>UK &amp; Ireland</b>	480.8	616.2
<b>Australia</b>	2,189.9	1,008.8

RECORDABLE WORK-RELATED INJURY <sup>2</sup>	2018		2019		2020	
	Number	Rate	Number	Rate	Number	Rate
<b>Singapore</b>	76	1.83	73	1.75	73	2.06
<b>UK &amp; Ireland</b>	52	3.25	28	2.25	35	3.03
<b>Australia</b>	208	42.17	83	12.88	39	12.98

<sup>2</sup> Equivalent to Accident Frequency Rate published in previous years. Rate calculated based on 1,000,000 hours worked.

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**ROAD & PASSENGER SAFETY**

In Singapore, we have been implementing the iSafe system since 2019, which comprises the Safe Green Eco System, GoldenEye, and MobilEye. The entire SBS Transit fleet has been installed with the MobilEye, a smart camera that is able to detect, analyse and monitor road conditions while the vehicle is moving, as well as provide real-time audio-visual warning via a display unit to the driver.

Newer buses provisioned by the Land Transport Authority (LTA) have been installed with the Integrated Smart Advance Warning Unit (I-SAW-U) instead of the MobilEye. Similarly, I-SAW-U is a smart camera system that acts as an extra pair of eyes to warn Bus Captains of obstructions and subjects in their blind spots. It also alerts the Bus Captains if a pedestrian is in front of the bus, if the bus strays off lane, or if it is travelling too close to the vehicle in front.

We also made investments in artificial intelligence technology. In December 2019, we launched Singapore's first fully-predictive anti-collision buses, which come with a Driver Support System that has a built-in Collision Warning & Emergency Brake (CWEB) feature.

With the system's ability to initiate braking if the driver does not respond to the warnings in time, Volvo's CWEB feature is a welcome safety enhancement that helps bus drivers avoid critical situations and accidents. There are plans to purchase more of such buses over the next two years. ComfortDelGro Bus Drivers have undergone training on the in-built CWEB feature.

To protect passengers and employees, almost all of our buses, trains and train stations in operation across the Singapore, the United Kingdom (UK) and Australia are installed with CCTVs or in-vehicle cameras.

In 2020, SBS Transit relaunched the escalator safety campaign at MRT stations to advise elderly commuters on the safe use of escalators to reduce the incidence of falls. For bus safety, its plans to roll out a campaign was suspended due to the COVID-19 outbreak. Meanwhile, educational posters have been put up at the bus interchanges. The campaign, when launched, will include roadshows at interchanges as well as safety ambassadors on board buses and at bus stops to advise elderly commuters on safe practices, specifically holding on to support, staying on the lower deck and staying seated until the bus stops for alighting.

**ROAD & PASSENGER SAFETY**

**GROUP PERFORMANCE SUMMARY**

ROAD & PASSENGER SAFETY	2018	2019	2020
<b>Fatalities</b>			
<b>SG</b>	2	1	0
<b>UK &amp; Ireland</b>	1	1	0
<b>Australia</b>	1	0	0
<b>Passenger Injuries</b>			
<b>SG</b>	788	724	515
<b>UK &amp; Ireland</b>	1,088	239	130
<b>Australia</b>	294	536	49
<b>Vehicle Collisions Rate (per million km)</b>			
<b>SG</b>	0.32	0.31	0.36
<b>UK &amp; Ireland</b>	31.96	48.18	35.69
<b>Australia</b>	30.10	31.32	25.44

We experienced a general reduction in fatalities and injuries from 2020, due to reduced business operations as a result of the pandemic. In Singapore, Australia and the UK, accidents resulting in 694 injury cases were recorded, 515 of which were from SBS Transit. This translated into 3.12 passenger injuries per one million kilometres travelled in Singapore, which was lower than 2019. No passenger fatality was reported for 2020.

In terms of vehicle collisions, we averaged 0.36 collisions for every one million kilometres with a total of 394 collisions in Singapore, out of which 220 were from

SBS Transit. The number of collisions in Singapore were much lower than 2019 but the drastic drop in kilometres travelled during the COVID-19 period contributed to the increase in the Vehicle Collisions Rate.

In the UK and Australia, there were 179 recorded injury cases in our scheduled bus business during the year, translating into 1.45 passenger injuries per one million kilometres travelled, which was lower than 2019. In terms of vehicle collisions in the UK and Australia, we averaged 32.5 collisions for every one million kilometres with a total of 4,010 collisions, which was much lower as compared to 2019.



### **Braving the COVID-19 with Our Employees and Cabbies**

As one of the world's largest and most prominent transport provider, many of our employees and drivers were working within the community throughout the year to keep essential functions moving. We ensured that we took extra care to limit our employees' and drivers' COVID-19 exposure while at work, in order to safeguard their health and safety.

Despite our best efforts, some of our employees and cabbies contracted COVID-19. We recorded 12 tragic fatalities in our UK operations<sup>3</sup>. In Singapore, two out of eight infected cabbies have passed on.

As at 31 December 2020, there were 22 COVID-19 cases across SBS Transit, VICOM and ComfortDelGro Bus employees, 32 cases<sup>4</sup> amongst our UK employees, and 13 cases<sup>5</sup> amongst our Australian employees.

As for China, Vietnam and Malaysia, there were no reported infections of any staff or cabbies.

While it may be that our employees contracted the virus outside of work, it is in our interest to actively monitor and respond to incidents of COVID-19 cases amongst our employees in order to prevent the further spread of the virus.

For our management and operations staff, we enacted a business continuity plan ahead of and in anticipation of major closures and lockdowns in March 2020. Across our operations, we implemented remote work and safe work management measures. Throughout the year, we adhered to the changing and most updated government workplace guidelines and restrictions.

<sup>3</sup> Figures as at 31 December 2020.

<sup>4</sup> Figures from 1 Aug 2020 to 31 December 2020. In the UK, testing capability was severely limited during the early part of the pandemic and there were no credible figures for the level of infection amongst staff.

<sup>5</sup> Of the 13 cases, seven were from our bus operations and six were drivers from the Non-Emergency Patient Transport ambulance service.

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**COVID-19 Safety Measures**

In order to keep the public and our employees safe, we implemented various social distancing, sanitation and safety measures throughout 2020. Despite the fall in ridership, ComfortDelGro continued to service a significant section of society and it was vital that we do our part in curbing the spread of the virus.

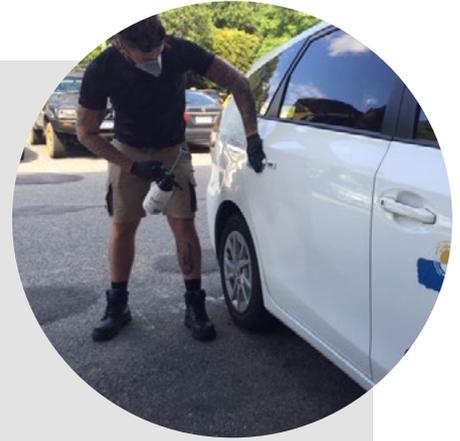
At the onset of the pandemic, we stepped up cleaning and safety measures across all ComfortDelGro vehicles and facilities.

We strengthened sanitisation measures, regularly disinfected high touchpoints and distributed cleaning kits to our drivers and employees. We also implemented measures such as temperature screening, collection of contact details to facilitate contact tracing and daily temperature checks.

We comply with all local government regulations and recommendations for safe management. For example, in Singapore, passengers have been encouraged to use the SafeEntry QR Code system to check in when they board our taxis and to check out when they disembark.

## SWAN TAXIS SANITISATION STATIONS

Swan Taxis has introduced Western Australia's first sanitisation stations for taxis in Perth – in an effort to reduce the risk of contamination from COVID-19 and to ensure ongoing public confidence in the safety of taxis. The service includes a deep clean of the interiors of the taxis using the high-grade disinfectant, as well as customer touchpoints such as the door handles. We also introduced support measures to assist its drivers through the current COVID-19 events.



## INSTALLING CABIN AND COACHING SHIELDS IN OUR VEHICLES

To minimise driver-passenger contact and curb the spread of COVID-19, we installed plastic shields in 400 ComfortDelGro taxis. Called V-shield, these protective shields are locally-manufactured and have been trademarked by Moove Media. Measuring 1m x 0.7m x 0.6m, the V-shield covers the driver's cabin entirely, and has two "window" openings for passengers to make payment.

Cabbies in Singapore were engaged to ferry suspected COVID-19 patients as well as incoming travellers who may be potential COVID-19 cases. These shields act as an additional layer of protection for our cabbies, providing them a peace of mind as they work.



**"I'M GRATEFUL FOR THE EFFORTS THE COMPANY IS TAKING TO PROTECT US. THIS WILL GIVE PASSENGERS AND CABBIES LIKE MYSELF PEACE OF MIND."**

Cabby Koh Tian Moo, 66

Similarly at ComfortDelGro Driving Centre, 163 training cars were installed with "Instructor Coaching Shields" in order to create a safe and conducive environment for both instructors and learners. Additionally, CDC driving instructors were required to wear masks, put on goggles and keep windows down during the lessons.





## SINGAPORE



### FERRYING SUSPECTED COVID-19 CASES TO HOSPITALS

Around 20 ComfortDelGro cabbies voluntarily participated in driving suspected COVID-19 patients. Donning personal protective equipment (PPE) from head to toe, our cabbies joined many other private-hire drivers to support the Ministry of Health (MOH) in Singapore in transporting non-emergency patients to hospitals, such as those on stay-home-notice and returnees to Singapore. Their vehicles were reserved for MOH's use and dispatched by call centre operators and were unavailable for public booking.



Photo was taken before use of masks is made mandatory.

### SUPPORTING FRONTLINE WORKERS

Through the Sayang Sayang Fund (a Community Impact Fund started by the Community Foundation of Singapore) S\$110,000 worth of taxi vouchers went towards healthcare workers and vulnerable communities such as isolated seniors and low-income families impacted by the COVID-19 pandemic. On top of that, ComfortDelGro Taxi committed S\$80,000 worth of promo codes to the public healthcare sector to defray taxi fares for their healthcare workers.

As a token of appreciation to our frontline heroes, Moove Media delivered Ben & Jerry's ice cream to staff at the National University Health System (NUHS) to thank them for their courage and hard work as Singapore battles COVID-19.

### MOOVE MEDIA TABLE SHIELDS

As Singapore prepared for Phase Two of reopening, Moove Media sponsored acrylic shields in Koufu's Thomson Plaza foodcourt as part of a trial. These table shields, which are easy to clean and maintain, are now part of the now normal while dining out. These shields provide an additional layer of safety and assurance to patrons, while minimising the potential spread of COVID-19.





## AUSTRALIA



Australia experienced an onslaught of challenges from the bushfires at the end of 2019, and subsequently was impacted by the COVID-19 pandemic in March. In light of this, the CDC We Care Fund was transitioned to fund any assistance and recovery measures in challenging situations such as pandemic crisis or any disasters faced by our broader communities, especially in areas previously affected by the bushfires.

In the early days of the pandemic, face masks were in short supply. We utilised the CDC We Care Fund to secure and distribute face masks to communities in regional NSW and Melbourne. In total, we donated over 60,000 face masks.



## CHINA

In May 2020, 429 Jilin ComfortDelGro Taxi Co. Ltd. drivers were deployed to assist the municipal government in helping medical workers conduct nucleic acid testing. The drivers were reimbursed for their time with allowance from the government and Jilin ComfortDelGro Taxi.

Chengdu Taxi volunteered to aid tourists at train stations during the peak of the COVID-19 outbreak.

NCT donated essential items to the communities surrounding the Nanning South Railway area, such as masks and disinfecting alcohol.



## UNITED KINGDOM



The British Chamber of Commerce recognised NAT Group as a "UK Business Hero" for going the extra mile to support local communities and essential workers during the outbreak in Wales. NAT Group was one of the pioneers in adopting safe management measures, such as rigorous cleaning, social distancing and cashless payments. Throughout the lockdown, buses continued to provide transport to key and essential workers. NAT transported a total of 6,200 National Health Service (NHS) staff free of charge. Bus routes were modified to ensure that essential travel was uninterrupted, and a 24/7 emergency contact system was set up to ensure that they could be reached in the event of any sudden requirement.

Nina Slevin, Director of Partnerships for South and Mid Wales Chambers of Commerce, said: "We are so proud to recognise Business Heroes across Wales. Throughout the pandemic, NAT Group has illustrated the agility and flexibility of the business, reacting swiftly to passenger needs and Welsh Government requirements while ensuring that the group's environmental ethos has not been compromised."

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**GROWING OUR PEOPLE**

Our employees are at the core of our success. Without them, we would not be where we are today. We are committed to ensure our employees’ well-being and professional development, which are key to sustainable performance of the Group. This year, we had to develop new ways of engaging with our employees while supporting them in developing new capabilities and skills.

Progress against targets:

TARGET	2020 PERFORMANCE
Invest in education and training opportunities to develop our people Promote digital training across all Business Units Increase female representation in the workforce Ensure equitable remuneration structure based on work performance without gender bias Commit to key principles of fair employment practices Abide by labour laws	<ul style="list-style-type: none"> <li>• Rolled out digital training programs to equip employees with future-ready skills</li> <li>• 30% females in our Boards which exceeded the 20% by 2020 target established by the Council for Board Diversity</li> <li>• Maintained a signatory to the Tripartite Alliance of Fair and Progressive Employment Practices (TAFEP)</li> <li>• No incidents of breach of any labour laws</li> </ul>

**EMPLOYEE ENGAGEMENT**

**WHY THIS ISSUE IS MATERIAL**

Employee engagement and satisfaction have profound impacts on productivity, service quality and our long-term business performance. Consistent and meaningful two-way communication with our employees will allow alignment with our business strategy and goals, as well as create opportunities for us to be responsive to employee needs. Due to the dynamic and incredibly uncertain circumstances of 2020, it was particularly important to have regular and ongoing communication with our employees to update them with latest business operation directives or arrangements.

**HOW WE MANAGE THIS ISSUE**

We ensure good employee engagement through ongoing programmes, labour-management relations, and talent management.

**LABOUR-MANAGEMENT RELATIONS**

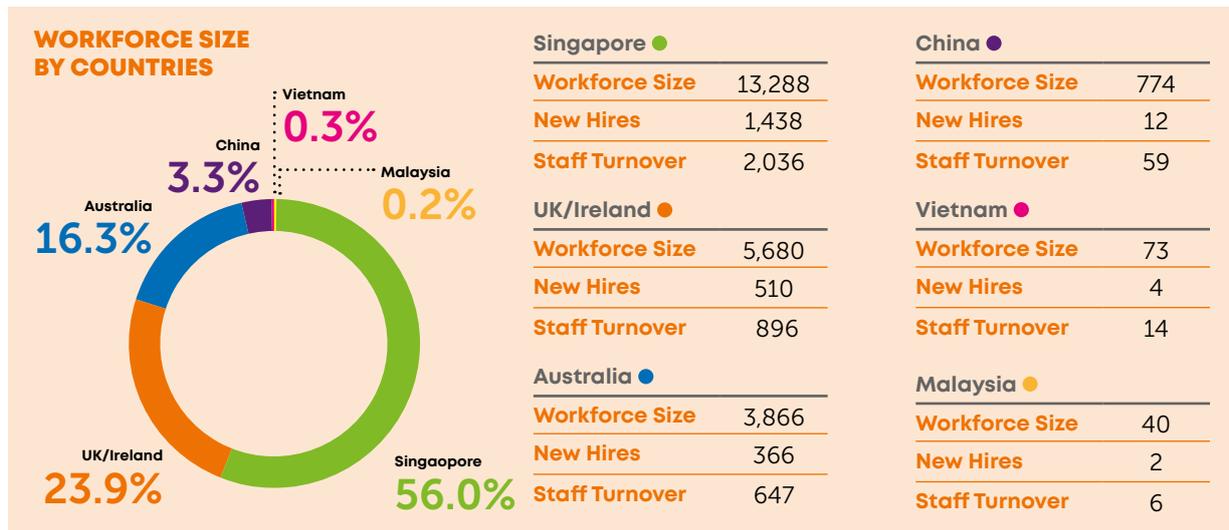
80% of all employees across our global operations are covered by Collective Agreements and labour relations play a prominent role in day-to-day operations in the organisation.

We work hard to maintain a harmonious tripartite Labour-Management relationship. Management and the Union share a relationship built on trust and respect as well as the common goal of improving employees' welfare. They work closely together and are facilitated by Union representatives, who are appointed from and by Union

members. Union representatives serve as vital communication channels between Management and the Union.

In 2020, our Singapore businesses renewed the Collective Agreements signed for another three-year period. We have completed the negotiations for operational changes that affect the working conditions and well-being of employees. Such changes are always discussed with the Union, and implemented after a consensus is reached. Employees affected are typically given one to three months' notice via letters, circulars or emails.

**GROUP PERFORMANCE SUMMARY**



**Malaysian Bus Drivers and Employees Provided Accommodation as Borders Close**

In March 2020, the Singapore-Malaysia borders closed as Malaysia implemented the Movement Control Order (MCO) in a bid to contain the COVID-19 outbreak. This resulted in Malaysian SBS Transit employees being affected, as they previously commuted across the border daily for work.

To support their livelihoods and ensure the continuity of bus services in Singapore, SBS Transit rushed to secure accommodation for over 1,518 drivers within 24 hours after the announcement, allowing our drivers to remain in Singapore as the borders close. We also provided accommodation for other Malaysian SBS Transit employees, such as those who work in depot and interchange operations, Ops Control Centre, Workshop technicians, rail staff and so on. Taking all into account, SBST secured accommodation for 1,646 Malaysian employees.

We secured several hotels and dormitories to house our employees, ensuring their safety and comfort as they made the difficult choice to remain in Singapore and away from their families.

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**EMPLOYEE TRAINING**

**WHY THIS ISSUE IS MATERIAL**

Prior to 2020, ComfortDelGro had already been laying the groundwork to prepare for disruptions, such as digitalisation, resource scarcity and climate change. The past year has tested our ability to be agile and provided us the opportunity to sharpen our focus and accelerate transformation. For our organisation to pursue new strategies and build new capabilities, our employees must be equipped with the necessary skills and knowledge. Beyond our need for strong and adaptable human capital, employee training is also part of our commitment to employees' professional development and motivation.

**HOW WE MANAGE THIS ISSUE**

We invest in a diverse range of training programmes for employees, according to their needs. Through training and development, we ensure that our employees are equipped with the relevant functional knowledge and operational skills they need to perform their jobs well.

**DIGITAL TRAINING**

In 2020, we focused on upskilling our employees with various digital and technology-related capabilities. This year, a total of 140 employees from across our business units attended a Microsoft Office 360 Tutorial. During the webinar, participants were taught on several features and collaborative functions in Microsoft Outlook, One Drive, SharePoint and Forms. These tips and tricks enabled participants to work remotely more effectively. In addition, a dedicated MS SharePoint Tutorial was also conducted for over 120 employees. This tutorial provided a step-by-step demonstration on how to create a communication and its pages, upload content and publish them.

All employees also receive performance and career development reviews annually. Employees are assessed on their competency and contributions, with executive-level staff having additional key performance tasks and targets to meet. Performance reviews also serve as a means for employees to better understand their strengths and key areas of improvement.

**GROUP PERFORMANCE SUMMARY**

**Training Hours - Group Total**

Employees: **18.6 hours per annum**  
 Executives: **19.6 hours per annum**  
 Non-Executives: **18.4 hours per annum**

**Training Hours - By Employee Category and Gender**

	Male	Female
Executives	<b>22.1</b>	<b>12.7</b>
Non-Executives	<b>19.1</b>	<b>14.4</b>

## DIVERSITY AND NON-DISCRIMINATION

### WHY THIS ISSUE IS MATERIAL

As a global company, we pride ourselves in building and enabling a more equitable world. Diversity and non-discrimination are crucial for talent attraction and retention, innovation, and developing a competitive workforce, all of which contribute to organisational excellence and long-term sustainability of the business.

### HOW WE MANAGE THIS ISSUE

ComfortDelGro 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.

We comply with relevant government regulations on human and labour rights. In recruitment advertisements, we do not state preferences or requirements for age, race, gender or religion. We pay special attention to the rights and needs of individuals at risk of becoming vulnerable or marginalised.

ComfortDelGro adopts a zero-tolerance approach towards discrimination of any form. Employees are recruited, remunerated, trained and promoted based on individual competence and merit. Complaints of discrimination or unfair work practices can be reported to the Management, the Union or Authorities responsible for employment matters, based on the country of operation.

## ComfortDelGro is a signatory in the Tripartite Alliance of Fair and Progressive Employment Practices (TAFEP)

We adhere to the five key principles of fair employment practices – recruiting and selecting employees on the basis of merit, treating them fairly and with respect, providing them with equal opportunities for training and development, rewarding them based on their ability, performance, and contribution and abiding by labour laws and the Tripartite Guidelines.



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**RESPECTING HUMAN RIGHTS**

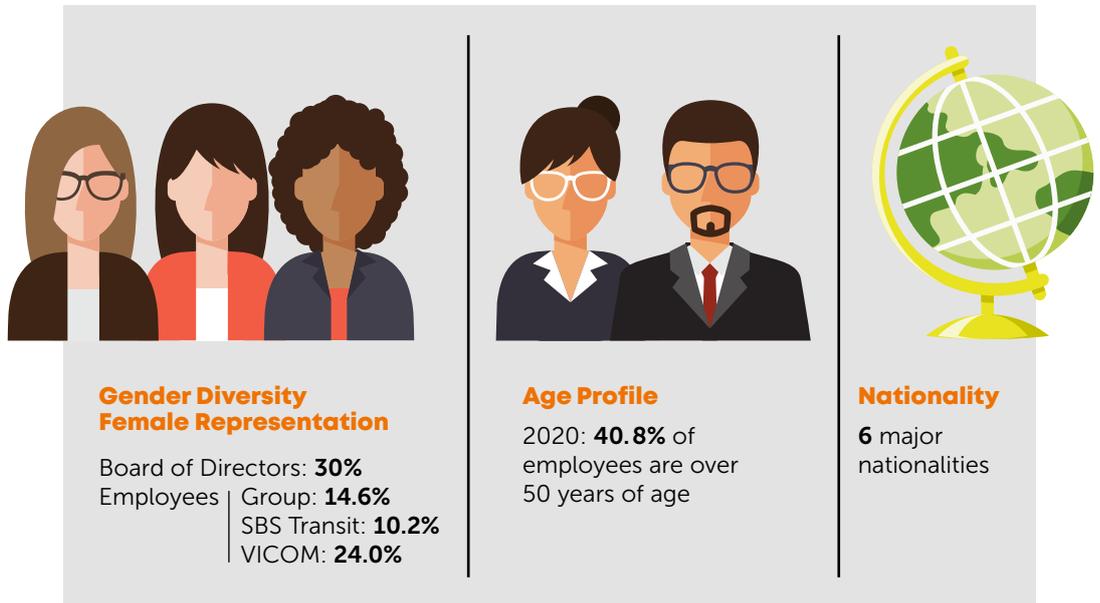
Upholding human rights has always been integral to our operations. In January 2021, ComfortDelGro publicly published our Human Rights Policy, which details our responsibility and response in relation to protecting the rights of employees within the ComfortDelGro Group in all locations that we operate in. It outlines our commitment to ethical labour practices, fair employment practices, growing our people, diversity and inclusion, and freedom of association and right to collective bargaining, as well as fair and safe working conditions. Visit <http://www.comfortdelgro.com/sustainability> to view our full Human Rights Policy.

**COMMITTED TO GENDER EQUALITY**

On 7 October 2019, 65 of our investors collectively issued a statement in support of the United Nations (UN)

Women’s Empowerment Principles and strengthened their commitment to implement effective initiatives towards gender equality in the workplace, marketplace and community where they do business, so as to benefit workers, Management, society and Shareholders.

ComfortDelGro is aligned with our investors’ commitment to gender equality, and we firmly believe that equality contributes to increased benefits for the society, economy and better financial performance. Female representation on our Board stands at 30%, which exceeds the 20% by 2020 target established by the Council for Board Diversity. Female employees are well represented across all Business Units with a fair remuneration structure without gender bias. With the support of our investors, ComfortDelGro will continue to build a company that promotes gender equality and creates value for all Stakeholders.



## SUPPORTING OUR COMMUNITY

As a global transport solutions provider, our operations have close interactions with and hence impact the communities we operate in. We believe that safe transport should be equitable and accessible to all, and is key in creating an inclusive society.

This year, we also focused our efforts on contributing to the COVID-19 response across our operations – be it in supporting lives or livelihoods. In the most challenging of years, we took extra care to support the vulnerable communities in regions we operate.

Progress against targets:

TARGET	2020 PERFORMANCE
Continuous improvement in mobility and accessibility for the communities we serve	<ul style="list-style-type: none"> <li>• 100% of buses are wheelchair accessible in Singapore</li> <li>• &gt;90% of buses are wheelchair accessible in the UK</li> <li>• &gt;57% of buses are wheelchair accessible in the Australia</li> <li>• In 2020, the Mean Kilometres Between Failure (MKBF) of our North East Line and Downtown Line were 2.04 million train-km and 2.09 million train-km respectively, exceeding the 1 Million Mean Kilometres Between Failure (MKBF) target.</li> </ul>

## ACCESSIBILITY

### WHY THIS ISSUE IS MATERIAL

For many, access to transportation is vital for independent living. An accessible and inclusive transport system is the building block of an inclusive society and can facilitate poverty alleviation. Based on public feedback on the LTA's Land Transport Master Plan 2040, 85% of Singapore residents are willing to accept delays of one to five minutes to allow people like the elderly and wheelchair users to board or alight from buses and trains. As a provider of land transport services, we are committed to providing inclusive services that are accessible to all, regardless of age or ability.

### HOW WE MANAGE THIS ISSUE

We are constantly on the lookout for ways to improve and expand our solutions in order to enhance the safety and accessibility of our vehicles such that we are able to serve an even wider range of commuters. We are also committed to making our workplace accessible to our employees. For example, ramps and lift access as well as wheelchair-accessible

restrooms are available at many of our buildings both locally and overseas.

### DISABILITY-FRIENDLY SERVICES

We invest substantially in wheelchair-friendly buses that are capable of transporting persons-in-wheelchairs (PIWs) safely and comfortably. In Singapore, 100% of SBS Transit buses are wheelchair accessible while over 90% of buses are wheelchair accessible in the UK.

In Singapore, the UK and Australia, drivers of our wheelchair-friendly bus services are trained in the correct way to deploy the ramps and assist the passengers. Since December 2018, all SBS Transit staff are required to attend training that focusses on ComfortDelGro's eight Service Standards for different customers, including the elderly and the disabled. Trainings are based on a commuter inclusiveness approach on care and safety for commuters on our buses and trains, paying special attention to those with special needs, such as the elderly, PIWs, parents with children strollers, passengers with autism or dementia.

**ENHANCING THE SAFETY AND WELLBEING  
OF THE COMMUNITY AND OUR PEOPLE**

In the UK and Ireland, employees are trained in disability awareness and loading of wheelchairs onto vehicles. Metroline has established internal maintenance protocols and procedures to support this, such as deploying the wheelchair ramp at the garage before any journey is started to ensure it is functioning. Metroline continues to organise accessibility communications activities, campaigns, and awareness and sensitivity training sessions with various partners throughout the year. In Australia, all Forest Coach Lines drivers as well as drivers from Blue Mountains Transit were trained on assisting the elderly and those with disabilities.

In addition to our buses, our taxi services are also disabled-friendly. Our cabbies are trained to assist PIWs in the correct ways. Chengdu ComfortDelGro Qing Yang Driving in China is the only driving school approved by the Authorities to train students with disabilities since 2010. In Singapore, ComfortDelGro Driving Centre waived the S\$850 annual membership fee for private driving instructors who train learner drivers with handicaps. In London and Liverpool, all Hackney Carriages of Computer Cab are wheelchair accessible. In Australia, all of Swan Taxis' cabbies were trained to help the elderly and those with disabilities.

**GROUP PERFORMANCE SUMMARY**

WHEELCHAIR ACCESSIBILITY ON BUSES		
Singapore	UK & Ireland	Australia
100%	Over 90%	Over 57%



**Booking Fee Waivers for Guide Dog  
Handlers in Singapore**

ComfortDelGro Taxi has been supporting Guide Dogs Singapore since June 2017 and waives the booking fee up to three times a day for all registered guide dog handlers. There are currently close to 17 of them and to-date, the current booking fees of over 830 taxi trips, amounting close to S\$2,200, have been waived.

## Local Communities

### WHY THIS ISSUE IS MATERIAL

ComfortDelGro has a longstanding commitment to good corporate citizenship. We recognise that due to our strong presence in communities we operate in, we can significantly positively impact the wider community. We strive to be responsive to the needs of different local communities, to create shared value for all, and help our local communities grow sustainably in tandem with our business.

### HOW WE MANAGE THIS ISSUE

In 2020, ComfortDelGro supported our communities through the COVID-19 pandemic and took the opportunity to strengthen our social licence to operate.

In 2020, we donated over S\$1.44 million to various charities, social organisations and welfare and educational institutions in all our locations of operation.

### CABBYCARE CHARITY GROUP

CabbyCare is made up of ComfortDelGro cabbies who wish to give back to society, with the current membership standing at 170. These cabbies are involved in the delivery of bread, meals and books to the needy. They also provide ad hoc transfer trips to needy families and elderly poor.

- Bread-On-Wheels (ongoing): Launched on 28 May 2003 together with Food From The Heart, cabbies distribute unsold bread from Sunshine Bakeries to charitable organisations. They deliver bread three times a week. Currently, there are about 20 active CabbyCare members on the roster and groups of five rotate their shifts for delivery.
- Meals-On-Wheels (ongoing): Since March 2006, CabbyCare has been providing free meal delivery two times a week for TOUCH Home Care's Meals-On-Wheels Programme. Our cabbies collect and deliver food packs to the elderly staying at four different locations. Currently, about 80 cabbies in groups of six rotate their shifts for deliveries.

### ENABLING LEARNING FOR NEEDY STUDENTS

With the aim to ease the struggles of vulnerable individuals who do not have the necessary equipment for home-based learning and work during the circuit breaker

period, Moove Media upcycled discarded cardboard boxes which were used to store rolls of vinyl stickers for advertisement wraps into cardboard tables. It has given away about 70 cardboard tables through the Early Childhood Development Agency (ECDA) and SG Enable.

### DONATION IN KIND

Unclaimed articles that are left behind on SBS Transit buses and trains and at our bus interchanges and MRT stations are donated to the Red Cross for sale at its thrift shops with the proceeds going towards its humanitarian efforts to help the disabled and less fortunate in Singapore. In 2019, 28,359 items were donated. In January 2020, SBS Transit donated 250 packets of diapers as well as boxes of cakes to elderly residents of Punggol Bright Hill Evergreen Home as part of our engagement efforts when we conduct LRT maintenance works late into the night or early in the morning. The Home is located near to our LRT tracks.

### GIVING FREE USE OF SPACE

At its bus interchanges and MRT stations, SBS Transit continues to offer free use of publicity spaces to create awareness and promote security and community messages. This includes crime prevention from SPF and graciousness messages from gov.sg and Singapore Kindness Movement.

It also sponsored advertising spaces on our buses and trains and at our premises to promote national campaigns such as "Speak Mandarin" and "Speak Good English".

### SCHOOL ENGAGEMENT

On an ongoing basis, students visit SBS Transit bus interchanges, MRT stations and depots to discover more about its operations while we conduct school talks and mini exhibitions that focus on safety and graciousness in public travel. In 2020, SBS Transit conducted a total of seven sessions which has reached about 6,016 students.

SBS Transit also continues to work with our Adopt-a-Station/Interchange partners and is currently working with the Methodist Girls' School to create posters with happy messages to brighten the journeys of commuters. Since its launch in 2016, To-date, 20 schools have been onboarded.

**ENHANCING THE SAFETY AND WELLBEING  
OF THE COMMUNITY AND OUR PEOPLE**

**COMMUNITY ENGAGEMENT**

SBS Transit continues to reach out to the elderly in the community through its community initiative known as the MAGIC CARES Van programme. Partnering a social enterprise, I'm Soul Inc., SBS Transit employs the sound beam technology to encourage the elderly to make movements and dance to create music. This programme was launched in October 2019 with Lions Befrienders and St Luke's ElderCare. On average, about 60-70 participants attend these sessions per week (combined). In 2020, a total of seven sessions were held, but due to COVID-19, these have been temporarily suspended.

During the COVID-19 outbreak, SBS Transit facilitated the visits of 13 organised groups to its premises where participants handed out thank you cards or care packs to its frontline staff, cleaners and security officer.

In Australia, CDC New South Wales partnered with Kinchela Boys Home Aboriginal Corporation (KBHAC) during its first KBHAC Mobile Education Centre (MEC) community visit post COVID-19. The MEC, a converted commuter bus nicknamed 'Benny' which features an audio-visual system and printed historical information on Stolen Generations, is the first of its kind and integral to helping KBHAC members tell their stories in a range of locations.



**Launch of ComfortDelivery and Deployment of Cabbies to Alternative Jobs**

When the pandemic struck, there was sharp decline in demand for cabs. While rental waivers helped ease the financial load of our cabbies, longer term solutions were required to support the livelihood of our cabbies and assist them in the transition to a new normal.

During the early days of the circuit breaker in Singapore, ComfortDelGro Taxi worked with delivery companies and restaurants to provide alternative jobs to cabbies.

To-date, about over 680 cabbies have been deployed to take on alternative jobs, with close to 110 of them deployed to provide delivery services for partners such as Kentucky Fried Chicken, Pizza Hut, Cedele and foodpanda.

In April 2020, we introduced ComfortDelivery, a dedicated food delivery service that enables partner F&B establishments to access a fleet of 10,000 taxis to fulfil their orders. Since we launched the app, over 2,175 cabbies have been successfully onboarded to participate in delivery services.



**We are grateful to ComfortDelGro Taxi for this initiative. These are trying times for everyone and we are glad to be able to work together to find mutually beneficial solutions to the challenges we all face.** ”

**Ms Lynn Yeow-De Vito,**  
Community Leader for the #savefnbsg

Apart from delivery services, another 500 cabbies have been deployed to other alternative jobs, including providing transport services for COVID-19 suspected patients, safe distance ambassadors, transport ambassadors and bus captains. In helping to ensure that Singapore's healthcare system was not overwhelmed, ComfortDelGro taxi drivers stepped in to deliver medicine from public healthcare institutions to patients with pre-existing conditions who require regular top-ups. Online training is required before cabbies are allowed to handle medication. This has provided cabbies with more options and sources of income, as they keep all the delivery fee, which usually cost between \$4 and upwards of \$20, depending on the volume and speed.