passion!
pass it on!

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Dear Colleagues,

In life, having passion will set you apart from the rest. It will give you that added desire to push yourself to the limit, to pursue that dream and to chase that which you want most.

The same can be said for one's job. Because without passion, work will be nothing more than an arduous task, day in, day out. It will be nothing more than a means to an ends – offering little joy or satisfaction.

This is why every year, we embark on an extensive search for our most passionate people. We want to not only reward them for their positive attitude and dedication to their craft, but also hopefully inspire others around them to approach life and work in the same manner.
In 2017, our search brought us to Deng Ziliang, a Service Controller from SBS Transit. Ziliang, who is so passionate about his work that he thinks nothing of giving up his day off to help his colleagues out - even though no one expected, nor asked him to.

In October 2017, one of the train stations in Singapore became flooded. Train services were disrupted and free bus services were activated to help alleviate the burgeoning crowds. Ziliang jumped into action and worked six straight hours on the ground, guiding buses and dealing with angry commuters. Despite his age, the 29-year-old rose up to the challenge and handled the chaotic situation with finesse and composure.

I was glad to be able to present Ziliang with the Passion! trophy during the Group’s 15th Anniversary Dinner celebrations on 29 March this year.

Another staff deserving of mention is Sam Khy, our IT Support Executive from ComfortDelGro Corporation Australia in New South Wales. He, too, sacrificed his day off to return to office when systems were hit with a sudden outage. And again, in 2017, when a major storm caused the radio system to go haywire, Sam worked past midnight in 2017 to see it restored.

Ziliang and Sam are great examples of dedication, perseverance and that never-say-die-attitude. But they are not the only ones. In this booklet, you will read about the wonderful work of many of our other colleagues around the world.

They have much to be proud of and I would like to thank them for inspiring us all!

Warmest Regards

Yang Ban Seng
Mr Deng Ziliang is indeed one tough service controller, an epitome of calm and courage in the face of unprecedented challenge.

On 7 October 2017, flooded tunnels at the Bishan MRT station and trackside fire crippled operations of the island’s heavily used North-South MRT Line (NSL).

Commuters had already gathered by the hundreds at the bus stop outside the station as they sought to get to their destinations on buses. The situation was chaotic. Tensions were high. The Land Transport Authority (LTA) had no choice but to ask SBS Transit for help to run bridging bus services.

It was supposed to be Ziliang’s day off. But, recognising that it was a Saturday with no managers around, Ziliang volunteered to assist without any second thoughts.

Focussed and with a steely resolve, Ziliang worked with one single goal in mind – to help the commuters. As the Company’s Bus Captains (BCs) were not trained to drive these routes that ran parallel to the NSL, Ziliang immediately familiarised himself with the routes and tapped on a number of BCs whom he knew personally in the course of his work to support the bridging bus services.

In fact, Ziliang even boarded a bus at the Bishan MRT station bus stop and directed the way, not just for the BC in his bus but also other buses that were following behind. It became a convoy of buses bringing commuters to their next MRT stops.

He worked closely with the ground staff of the other MRT company to facilitate the boarding of the bridging buses and also helped to answer commuters’ queries and pacify frustrated commuters. Although this was not in his job scope, Ziliang worked tirelessly on the ground for six straight hours, from evening till after midnight!

He said: “It was definitely a situation I’ve never faced before but I’m glad that I could put my knowledge and experience to good use, especially when it comes to getting the BCs down to help.

“Luckily, I knew who I can approach!” he added.

~ When the going gets tough, the tough gets going. ~
Another incident that showcased his dedication to his work happened in the evening of 21 July 2017 when a trailer, which was carrying an excavator, hit an overhead pedestrian bridge along Balestier Road. Both directions of the road had to be closed to traffic, affecting several SBS Transit bus services.

Ziliang was quickly roped in to help plan the diversion routes. He had to coordinate with the ground staff, compile information and clear with the LTA on the planned routes. Diversion routes were complex in this situation. Undaunted, Ziliang took the initiative to personally brief the affected BCs to ensure that they were clear about the routes. The last thing he wanted was for any BC to lose his/her way in the diversion and cause further distress and inconvenience to the passengers on board. By the time the last bus was successfully diverted, it was way past his working hours. Still, he didn’t mind.

“I just did whatever I could to help,” he said.

On regular days after his shift ends, Ziliang would not head straight for home. Instead, he would hop onto buses driven by new BCs to bolster their confidence and provide helpful tips and guidance to further familiarise them about the routes they are driving.

Indeed, passion in one’s work is all that made the difference. And Ziliang clearly exemplifies an attitude and dedication beyond the ordinary.
With 14 years of service under his belt, Sam is the principal IT support staff to respond to IT disruptions for our businesses across New South Wales (NSW) and Victoria.

Depot managers, supervisors and staff members have recounted the many instances of Sam’s “above and beyond” commitment. Despite being frequently called in at odd and often long hours at short notice, Sam has never once submitted an overtime request, or sought time off in lieu. In fact, he has not even called in sick once for the past six years!

In 2015, a power surge from the Sydney public grid caused systems to go down on a Sunday afternoon. Sam, who was on annual leave and out fishing, immediately returned to the office. He re-established the power, replaced a range of damaged equipment and brought the systems back into service before Monday shifts commenced at 5:30am.

Similarly, in 2017, there was a major storm in Melbourne late one Saturday afternoon. Operations Control Centre (OCC) had to manage the on-road issues encountered by the bus fleet due to heavy rain and localised flooding. It was at this critical time that the radio system went off the air! Sam immediately jumped into action. He worked late into the evening with the vendor to identify the source of the problem. It was later discovered that a widespread fibre issue was the cause of the outage. Sam was instrumental in keeping the team abreast of the progress of the investigations, and was present when the systems were finally restored after midnight.

Sam also played an active role in the development of a number of innovative and cost saving projects. Recently, he researched, trialled and evaluated the Mobile Device Management systems in support of the on-demand bus trials. This solution is so effective that it will also be rolled out to our tablets used to record and validate the fuelling of our buses at our various depots in NSW and Victoria. This innovation is already yielding substantial savings for our Region 4 bus operations.

Great job, Sam!
ANDREW CONNOR / 56

Purchasing Manager
ComfortDelGro Corporation Australia, Victoria, Australia
Length of Service: 18 years

The saying “our challenges don’t define us but our actions do” encapsulates not just Mr Andrew Connor’s attitude towards work but life as well.

Despite struggling with serious health issues, Andrew never once let them interfere with his work. Even when he had to put in long hours to prepare for the big move to ComfortDelGro Corporation Australia Victoria’s (CDC VIC) new Head Office and flagship Wyndham Depot, he never once complained.

As Purchasing Manager, he was the primary person responsible for the building of the new depot. On his off days when he could be resting, Andrew would still be up on his feet, ensuring the builders and additional trades people fitting the bus wash, fuel systems, cash counting machines and various other pieces of mechanical equipment, had access to the site, so that the operations team could move in early-2018.

He even spent time on-site outside of working hours to test the security systems and lights just so that the residents living in that area were not disturbed.

As part of the transition project, Andrew played a key role in coordinating the decommissioning of the depots in Altona and Werribee. This involved negotiating with vendors and repurposing the equipment to other depots.

Thanks to his efforts, CDC VIC was able to move into the new depot on time and within the budget. Andrew also provided a thorough handover before he went on leave for treatment.

In 2017, Andrew also commissioned a fabric designed specifically for elderly, pregnant or disabled passengers’ priority seating – an industry’s first – and had these fitted on the majority of CDC VIC’s bus fleet.
But that did not stop the then computer-illiterate Chief Bus Captain (BC) Goh Soon Huat from taking on the task of rostering the schedule for BCs at the Bukit Batok Depot using the computer!

Then at 49 years old, he attended training courses to improve his computer literacy. When in doubt, he asked his mentor and his children for help. Soon Huat gradually became proficient, and was able to perform basic rostering duties in just six months! In time, he could even mentor new officers in charge of roster duty.

And he did not stop there. The Chinese-educated Chief BC also attended English language courses so as to understand the language.

When asked about his secret to learning, Soon Huat humbly said: “If I cannot learn in one day, then I will take two or even three days to learn. I will just take a longer time to learn, but I have to try.”

He also attributed it to doing his job from the heart. Indeed, it is Soon Huat’s hard work and “heart” work that have helped him overcome the odds of learning!

And to help new BCs overcome theirs, Soon Huat painstakingly drew more than 10 service route maps - solely from memory - to help them remember better! He said: “I believe in improving, so when the BCs feedback about the maps, I will try to incorporate the changes and make them even better.”

~ He did not even know how to use the computer mouse back in 2001. ~
That can be said of Mr Lam Tow Chik, Supervisor of Taxi Maintenance at ComfortDelGro Engineering.

When Tow Chik first joined Senoko workshop in February 2014, productivity level was low. Downtime for taxis was double the target that had been set. However, in just a month’s time, Tow Chik got to the root of the problem – new staff who lacked the experience and skills. To help them, Tow Chik took it upon himself to personally provide on-the-job training for eight of his staff, and effectively reduced the downtime. Under his supervision, the workshop also met all of its productivity KPIs for the past three years.

As a supervisor, Tow Chik sees it as his personal responsibility to provide staff with an enjoyable working environment.

For example, in May 2017, he upgraded the staff lounge and took the initiative to transfer unused but good sofas that were from other branches to replace the less comfortable ones in the staff lounge. He also stayed back after work for about two hours to install a ceiling fan all by himself, so that his staff could enjoy cooler air.

Tow Chik also made effort to help his foreign staff adapt to life here. He would invite them for reunion dinners at his home during Chinese New Year, and buy proper meals for them out of his own pocket. He even volunteers to send them to and from the airport whenever they travel. On another occasion, he purchased better mattresses and a standing fan for their rented home on his own.

All these came to light when the workers shared what Tow Chik had done with Management.

Way to go, Tow Chik!
From assisting the Police in arresting criminals, providing disaster relief, rescuing a suicidal lady to performing emergency treatment on a comatose elderly, Mr Quan Sheng Bo has been there and done these.

So much so that he was selected “Jilin’s Courageous Activist” by the Provincial Government in 2017 in recognition of his efforts.

One such act happened on a winter’s night. Sheng Bo saw a lady walking alone along the roadside. Sensing something amiss, he stopped his taxi to ask her about her situation. Upon learning that she had no means to get home, he asked her to hop into his taxi, and sent her to the train station without collecting a cent.

But Sheng Bo didn’t stop there. He even bought a train ticket for her out of his own pocket and left his mobile number with her so that she could update him once she is home safe.

The lady’s family was so thankful towards Sheng Bo for his help that they later called to thank him.

Everything that Sheng Bo did, and still does today, displays his sense of righteousness and responsibility towards others.

He is not only the pride of the Company, but the taxi industry, and the glory of Jilin City.

~ Not all heroes wear capes. ~
But, in the case of Cabby Seet Choo Tong, the law-abiding 58-year-old had to break the bus lane rule when a wheelchair-bound pedestrian fell into it.

Like all cabbies, Cabby Seet knows to never enter bus lanes during operating hours lest he gets penalised. However, on 21 September 2017, when a wheelchair-bound elderly lady fell off the pavement and onto the bus lane along Thomson Road, Cabby Seet took the risk and drove into the bus lane. He stopped about 4m away from the elderly lady, so that an oncoming bus would avoid them. He then alighted to help the lady up. His kind act left a deep impression on the passenger who was on board at that time. She said that “his heroic act, placing a stranger’s safety before his was highly commendable” and that “such a heroic, considerate and safety conscious driver and his good deed must be duly recognised”.

On another occasion, Cabby Seet stopped to pick a passenger on crutches. Knowing that the passenger would have difficulty boarding the taxi on his own, Cabby Seet quickly got out of the taxi, helped him to the rear seat, and kept the crutches properly. He also shifted the front passenger seat to make room for the passenger, and even adjusted the temperature of the air-conditioning unit to keep the passenger cool. The small simple act meant the world to the passenger, who later wrote in to commend Cabby Seet. He said: “I am really appreciative and grateful towards Uncle for fetching me to the hospital in good time for my medical review!”

Cabby Seet also impressed a foreigner who was stationed in Singapore for three months with his good service. During lengthy conversations with Cabby Seet, the passenger found him to be honest, friendly, helpful and considerate. She said: “He would turn his taxi radio off whenever my phone rings. As taxis are prohibited from entering the Airline House due to security reason, he would also offer his umbrella on several occasions when it rained in the morning. I travel extensively to many countries and this is the first time I have encountered such a thoughtful and kind driver.”

Well done, Cabby Seet!
Affectionately known as “Brother Chao”, Mr Tan Run Chao has a reputation for being easy-going and jovial. But not only is he gregarious, he also takes his responsibilities seriously.

As the Company’s bus driver, Run Chao sends the morning-shift employees to work and carries out day-to-day business errands. He does so with pride – from the fact that he cleans and inspects his bus thoroughly every day, and never complains even though the shift starts at 4.30am!

But what stood out most was in how he saw to it even though he was injured one day. That incident happened at 4am on 5 December 2017. Run Chao was walking to work as usual when a 20-something-year-old man, armed with a sharp weapon, suddenly grabbed him! Run Chao tried to wrestle free but that only caused the man to attack him some more.

Even though he suffered cuts on his neck and abrasions all over his body, Run Chao managed to muster all his strength and disarm his assailant before shouting for help. Fortunately, a Police patrol heard his cry for help and arrested the assailant.

The Police asked Run Chao to head to the hospital to have his injuries treated as well as get his statement recorded, but all Run Chao could think about were his colleagues who had to get to work on time. He knew that activating another driver would cause them to be late. He sought the Police’s permission to first send his colleagues to work, and he did so despite his tattered clothes and bleeding wounds.

Such was his dedication. Our hats off to him!
~ Being a driver is more than just getting passengers from place to place. It’s about making a difference in the lives of those around you. ~

Just ask Ms Tracey Palmer, a driver with Metroline since 2014, who is also known as a favourite amongst passengers.

Known for her approachable personality and caring nature, she has an interest in supporting garage-based activities for the disabled and older passengers.

Tracey also frequently uses the Public Address System to make announcements – a gesture greatly appreciated by older and visually impaired passengers.

As a champion for accessibility, Tracey is always eager to get involved in events that will help improve awareness and accessibility. She was also the first to volunteer for the Royal Institute of Blind People’s (RNIB) “Swap with me event”, and was spotted all over the garage, sharing with colleagues on how to reach drivers and make a difference to the service provided.

In fact, her level of service was so outstanding that representatives from the RNIB noticed her when they attended the event. They pointed out that not only was Tracey very knowledgeable and professional, but she was also incredibly concerned that the visually impaired participants were able to voice their worries, so that they leave the event more confident and empowered to travel.

It came, therefore, as no surprise that Tracey was awarded the prestigious Accessibility Champion Award at the 2017 London Bus Awards.

Well done, Tracey! We are so proud of you!
Mr Wang Qi Lun, the Team Leader of the security team at Tianhe Bus Station under Guangzhou Xin Tian Wei Co., Ltd, has been a security guard since he joined the Company 15 years ago.

During the holiday peak season in Spring, Qi Lun often has to work continuously for more than 14 hours, from 6am till 8pm, sometimes even longer when duty calls for it. The Spring Festival is the coldest season of the year and it was no different last Spring.

On 26 February 2017, at around 9am in the morning, a young man who appeared to be in a daze, approached Qi Lun for help on the second floor of the ticketing lobby. The man asked where he could get hot water and said that he and his father had not eaten nor drunk water the whole day.

Instead of just directing them elsewhere, Qi Lun brought them to the staff pantry where he served them hot water, and asked them about their situation. It turned out that the young man and his father had taken a train from Guizhou to Guangzhou East Station the night before and had planned to transfer to a bus at Tianhe Bus Station.

However, they were conned by a “black taxi” after leaving the train station and lost all of the 600 yuan that they had with them. It was too late when they realised it. Penniless and with no one to turn to, they could only rest under an overhead bridge near the bus station.

After hearing about their plight, Qi Lun immediately went to a convenience store to buy instant noodles for them. After the meal, Qi Lun even helped them register for a WeChat account on their mobile phones, successfully reached out to their family to transfer 300 yuan through WeChat and taught them how to purchase bus tickets through WeChat.

All in all, he managed to help the father-son duo get home safely.

Well done, Qi Lun!

~ A hot meal may not seem like much but to a hungry person on a cold winter’s day, it could mean the world. ~
Passion resonates throughout the pages of this booklet. The people featured may be separated by continents but they all pulsate with the kind of energy and enthusiasm that sets them apart from the crowd.

We believe that there are many more like them in our Group. Could it be you? Or your colleague? Perhaps your supervisor or your subordinate?

Help us find them and let us all celebrate their achievements.

**AWARD**
A cash prize of S$5,000, a trophy, a free trip* and a framed certificate await our Passion! winner, He/She will receive the Passion! Award at a lunch hosted by ComfortDelGro’s MD/GCEO. This winner’s name will also be engraved on a Hall of Fame plaque which is hosted in our Singapore headquarters.

*Trip includes a pair of economy-class tickets, a two-night hotel stay and a half-day city tour.

**ASSESSMENT PERIOD**
From 1 January 2018 to 31 December 2018

**SELECTION CRITERIA**
In general, areas of consideration are as follows:

- Number of service commendations
- Other awards received
- Attendance/punctuality
- Job competency
- Sense of integrity
- Safety and security consciousness
- Enthusiasm/job interest
- Customer focus
- Responsibility
- Special contributions