

# OUR PEOPLE

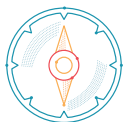
Our people are undoubtedly our most valued asset. They are at the heart of our success. Without them, we would not be where we are today. Indeed, we strongly subscribe to the view that a happy and engaged workforce will ultimately translate into providing a higher standard of service for our customers. In the long run, this can only result in growth for the organisation.

To this end, we provide equal opportunities to our staff, invest in comprehensive training to develop them to their maximum potential and engage them actively in what we do. Significantly, as an employer, we ensure that all terms and conditions of employment, along

with policies and procedures, comply with relevant regulations.

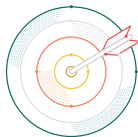
Our people are guided by a common Vision which is “To be the world’s land transport operator of choice.” Our Vision, Mission, Strategies and Core Values are prominently displayed in our lobby at our Headquarters in Singapore to constantly guide our employees on what we stand for from the moment they step through our doors - literally. Posters are also placed around the offices, in the lifts and in publications to serve as constant reminders of our corporate aspiration and how we must never sway from our core values of honesty, integrity and ethics.

## OUR STRATEGIES FOR SUCCESS



### Look Beyond the Horizon

- Innovate and be receptive to new ideas and opportunities
- Solve problems in a prompt and effective manner
- Anticipate and embrace change



### Do the Right Things - Right

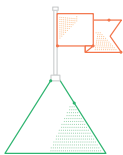
- Never take our eyes off the ball
- Deploy people and assets for value enhancement
- Admit and learn from mistakes



### Grow our Talent Base

- Set the performance bar above industry norms
- Give credit where credit is due
- Reward equitably

## OUR CORE VALUES



### Results Orientation

#### We will

- Set challenging goals
- Focus on results
- Identify and solve problems
- Have a sense of urgency and ownership



### Integrity and Ethics

#### We will

- Conduct our affairs in a manner consistent with the highest ethical and professional standards
- Engage in fair and honest business practices
- Show respect for each other, our customers, business partners, suppliers, shareholders, the authorities and the communities we operate in
- Communicate in a factual, honest and prompt manner
- Be open and transparent in our dealings
- Exhibit strong environmental stewardship



### Commitment

#### We will

- Anticipate our customers’ needs and constantly upgrade ourselves to provide them with outstanding service
- Foster an environment of trust by engaging the communities we serve
- Reward our shareholders by delivering steady and sustainable results through growth in our businesses
- Care for our staff by providing a challenging environment with ample opportunities for growth and development. Build on staff capabilities through effective recruitment, training and career planning so as to develop their full potential. Promote teamwork, initiative and creativity.
- Stay committed to the authorities by complying with regulatory requirements

## Diversity and Equal Opportunities

In 2017, the ComfortDelGro Group employed 21,918 employees, representing a decrease of 0.6% over the previous year.

At the Board level, two out of the nine Board Directors or 22% are women. In 2016, we had one female director.

In our businesses, which are traditionally male-dominated, 86% of our employees are male. However, the number of female employees has been on the rise. For the year, the number of female staff increased by 46 or 1.5% compared to the year before. This is partly thanks to recruitment initiatives to encourage female employees and the shift in cultural norms and gender paradigms.

With land transport being an essential means for the majority of people to get around, our business is generally not affected by seasonal demand. Hence, in 2017, 94% of our staff held full-time positions while slightly more than 91% were employed on permanent contracts.

Operating in seven countries, our workforce varied in size according to our business needs. In Singapore, which is our Headquarters, we had a staff strength of 12,623. This compared to 5,762 in the United Kingdom (UK), 2,376 in Australia, 958 in China, 141 in Vietnam, 41 in Malaysia and just 17 in Ireland.

As a global group, we have a broad mix of nationalities among our staff, with Singaporeans accounting for the majority at 30%. The other nationalities include Malaysians (21%), British (17%), Australians (11%), and Chinese (8%). We also have a small representation of other nationalities accounting for about 13% in all. This includes the Irish, Vietnamese, Polish, Romanians, Indians and Pakistanis.

In spite of our diverse nationalities, we have an all-inclusive work culture, where people of different age groups, ethnicities and genders work together in harmony. At ComfortDelGro, we believe that diversity in the workplace is fundamental to growth and professional development. It benefits not just the individual, but the corporation as well, exposing the individual to different ideas, skills, views and attitudes. A diversified workforce - whether in terms of gender, race or nationality - also means we access the widest talent pools.

With diversity, we have a policy of non-discrimination, offering equal opportunities for our employees to grow. In this regard, we are guided by strict human rights and labour practices. In all that we do, we abide by the basic tenet of respecting, protecting and fulfilling human rights and fundamental freedoms. We ensure that employees are selected based on merit and competency.

We implement our guiding principles in a non-discriminatory manner, paying particular attention to the rights and needs of, as well as the challenges faced by individuals, individuals within our Group who may be at heightened risk of becoming vulnerable or marginalised. We believe that regardless of age, sex, marital status, sexual orientation, disability, race, colour, nationality, ethnic or national origin, religion,

or affiliation to any political party or trade union, all our staff should be treated equitably and given fair opportunities to grow and develop in accordance to their levels of competence.

We believe that with a fair, supportive and inclusive workplace, our people will be able to perform to their full potential. In Singapore, we have pledged our commitment to adhere to fair employment practices and are a member of the Tripartite Alliance for Fair and Progressive Employment Practices (TAFEP), a national agency that is helmed by the Singapore National Employers Federation and the National Trades Union Congress. 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.

In employee recruitment, our advertisements do not state age, race, gender or religion as preferences or requirements. At interviews, applicants are not required to state their race, religion and marital status as they are assessed on competency and suitability.

As an equal opportunity employer, we also do not discriminate against any employee on the basis of age. Our people are as young as under 30 and with some as matured as over 70, working together and learning from each other. While we value the young for the spark and ingenuity they bring to the workplace, older workers are, and continue to be, a valued part of our workforce. They tend to be mature, reliable and bring a wealth of experience with them.

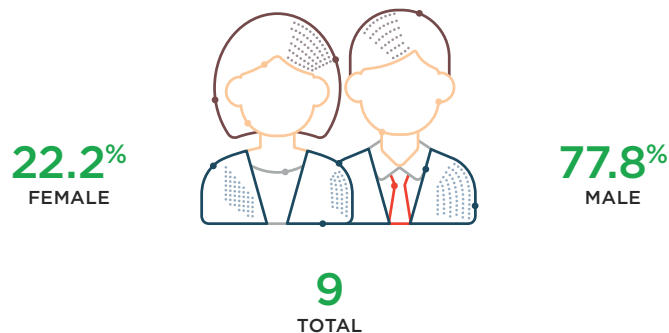
In 2017, one in every two of our employees was between 30 and 50 years old. Those over 50 years old made up 36% of our global workforce while the under 30s close to 13%. This age profile is not significantly different from that of 2016.

At the workplace, we strongly subscribe to zero tolerance for discrimination. Employees who feel discriminated against can lodge a report to the Management, Union or the Authorities in charge of employment matters in the different countries that we operate in. For instance, SBS Transit, which has more than 10,000 employees, has an established grievance procedure, which is outlined in its employees' agreement handbook that staff can refer to in lodging a complaint.

In 2017, there were three reports of discrimination filed - two against the UK's Metroline and one against ComfortDelGro Corporation Australia (CDC) in New South Wales (NSW), Australia. For Metroline, a staff alleged that he was discriminated against because of his disability while another reported that he was dismissed due to discrimination. In both cases, the Employment Tribunal found the reports without grounds and concluded them in our favour. For CDC in NSW, the staff reported that he was bullied and harassed by colleagues at the workplace.

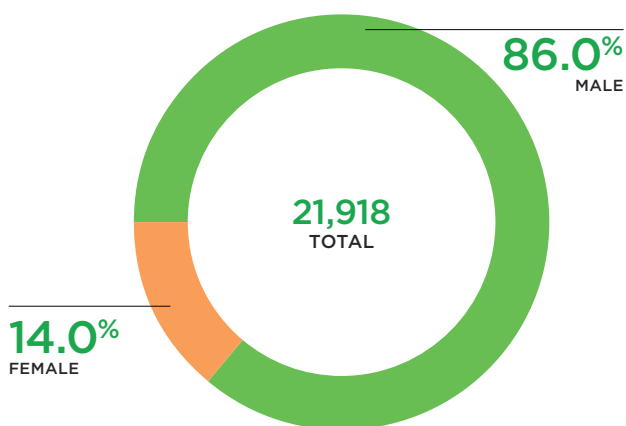
# OUR PEOPLE

ComfortDelGro Corporation's Board of Directors by gender

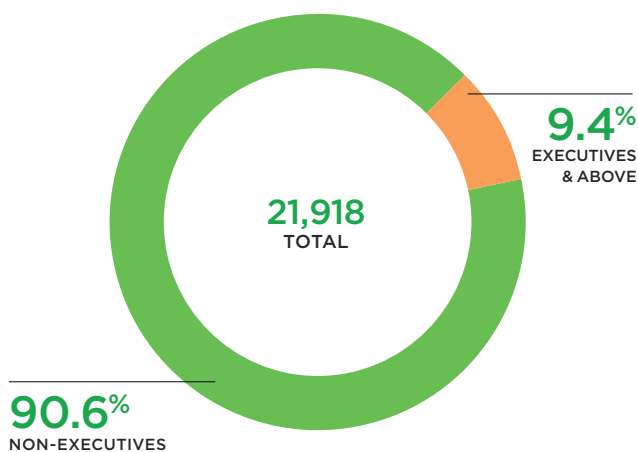


SBS Transit	20% FEMALE	80% MALE	10 TOTAL
VICOM	22.2% FEMALE	77.8% MALE	9 TOTAL

Employees by gender



Employees by category

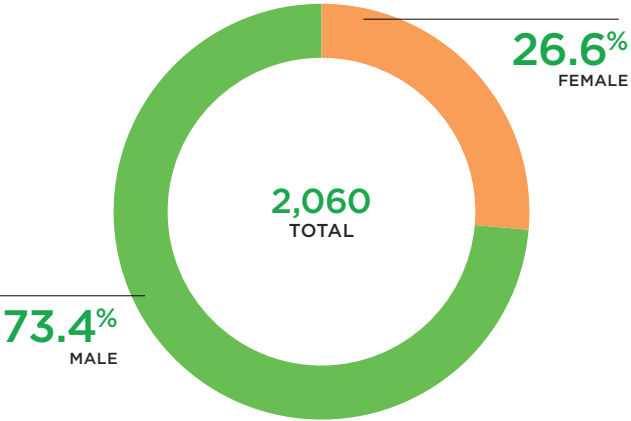


SBS TRANSIT	10.1% FEMALE	89.9% MALE	10,239 TOTAL
VICOM	24.9% FEMALE	75.1% MALE	855 TOTAL

SBS TRANSIT	8.7% EXECUTIVES & ABOVE	91.3% NON-EXECUTIVES	10,239 TOTAL
VICOM	48.5% EXECUTIVES & ABOVE	51.5% NON-EXECUTIVES	855 TOTAL

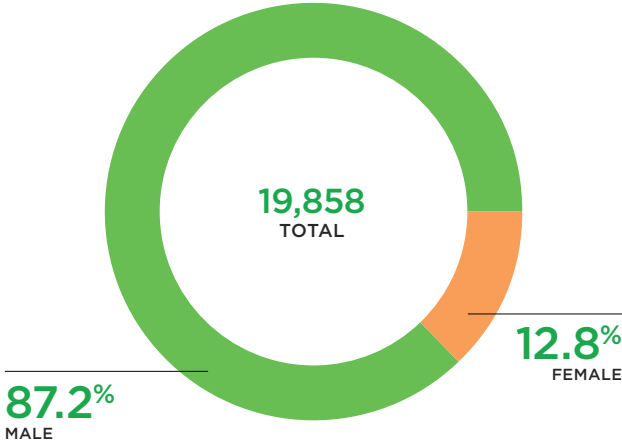
# AT A GLANCE

Executives and above by gender



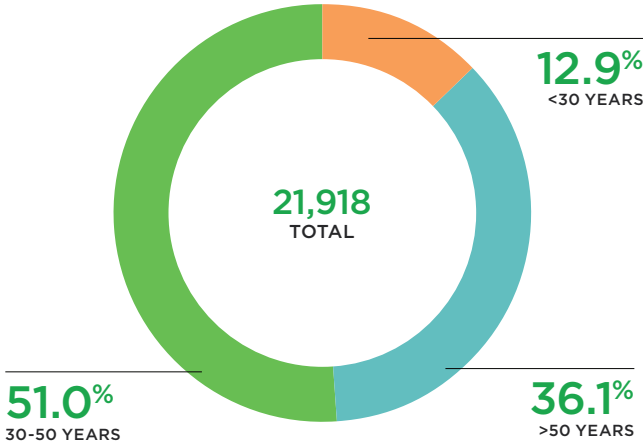
SBS TRANSIT	20.2%	79.8%	890
	FEMALE	MALE	TOTAL
VICOM	20.7%	79.3%	415
	FEMALE	MALE	TOTAL

Non-executives by gender



SBS TRANSIT	9.2%	90.8%	9,349
	FEMALE	MALE	TOTAL
VICOM	28.9%	71.1%	440
	FEMALE	MALE	TOTAL

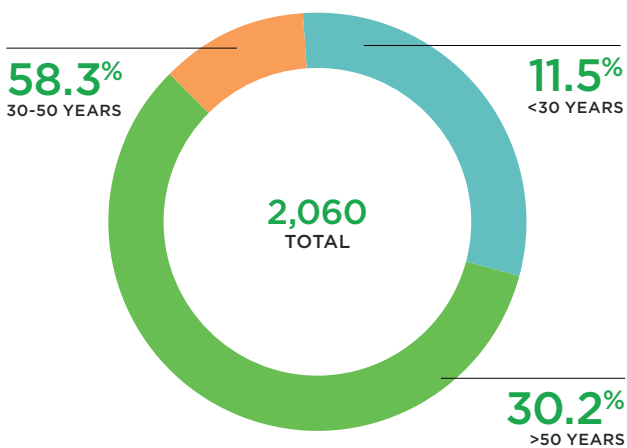
Employees by age



SBS TRANSIT	14.2%	48.7%
	<30 YRS	30-50 YRS
	37.1%	10,239
	>50 YRS	TOTAL
VICOM	25.5%	55.6%
	<30 YRS	30-50 YRS
	18.9%	855
	>50 YRS	TOTAL

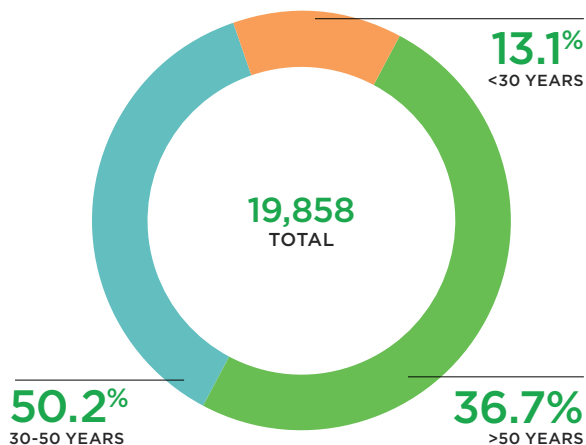
# OUR PEOPLE

Executives by age



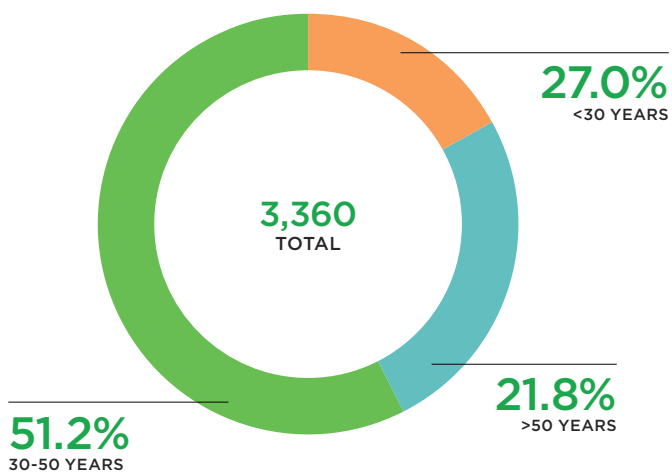
	<30 YRS	30-50 YRS
<b>SBS TRANSIT</b>	11.5%	56.7%
	>50 YRS	TOTAL
	31.8%	890
<b>VICOM</b>	17.6%	64.8%
	>50 YRS	TOTAL
	17.6%	415

Non-executives by age



	<30 YRS	30-50 YRS
<b>SBS TRANSIT</b>	14.5%	47.9%
	>50 YRS	TOTAL
	37.6%	9,349
<b>VICOM</b>	33.0%	46.8%
	>50 YRS	TOTAL
	20.2%	440

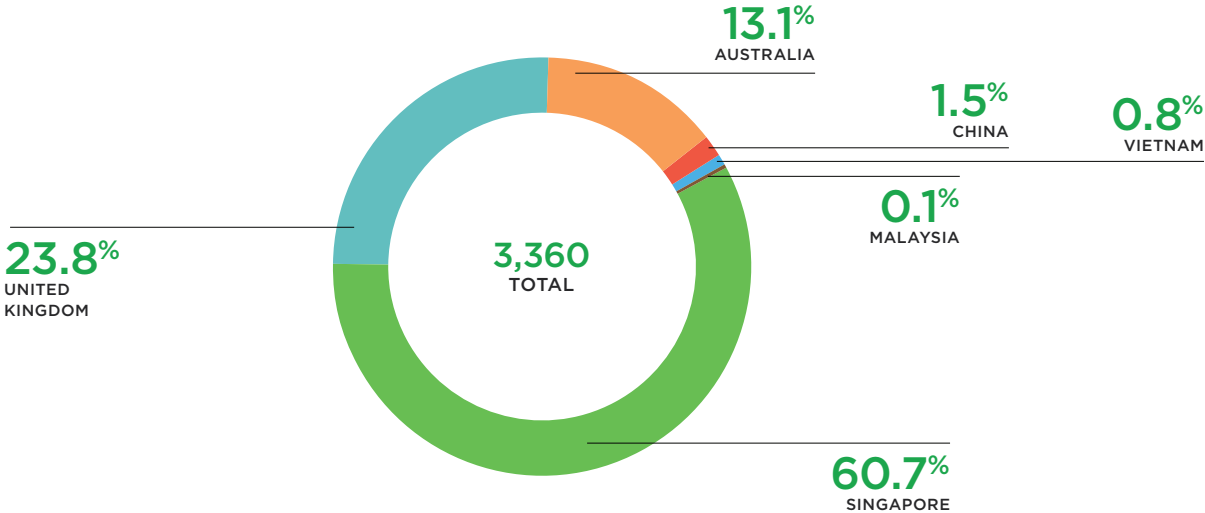
New hires by age



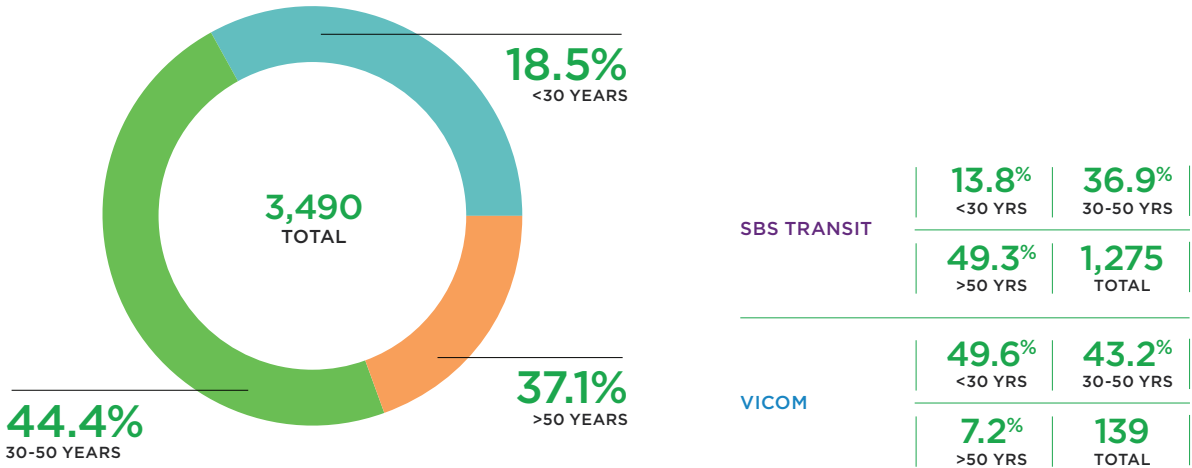
	<30 YRS	30-50 YRS
<b>SBS TRANSIT</b>	27.6%	47.0%
	>50 YRS	TOTAL
	25.4%	1,707
<b>VICOM</b>	53.1%	45.6%
	>50 YRS	TOTAL
	1.3%	147

# AT A GLANCE

New hires by countries



Staff turnover by age



An independent investigation conducted by the Company could not substantiate his allegation while The Fair Work Commission, an industrial relations tribunal, and SafeWork, a government agency that develops policies relating to workplace health and safety and compensation, concluded that no action was necessary against the Company. The decision by the Anti-discrimination Board is still pending.

### Growth and Development

To sustain our business needs, we continue to recruit staff to cater to expansion in operations as well as fill vacancies due to attrition.

In 2017, we recruited 3,360 new employees with 61% of them for our Singapore businesses. These new staff comprised 15% of our total workforce and with 86% being male employees.

For the same period, 3,490 staff or close to 16% left the Company. Of this, close to 47% were due to staff reaching their retirement age or being subject to disciplinary proceedings. Those who left our employment voluntarily formed 8% of our staff strength.

Our absenteeism rate for 2017 was 2%.

As a Group we believe that our people are at the heart of our success. Be it new or experienced employees, we invest continually in them to develop their skills and talent. We ensure that they understand their responsibilities and are given access to necessary training to equip them to do their jobs better.

For non-executive staff, training is structured to cater to operational needs where the subjects cover technical aspects, regulatory, safety and soft skills. These include Class 4 and 5 driving, defensive driving, preventive maintenance, report writing and customer service training. For instance, in China's Guangzhou Xin Tian Wei Transportation Development staff attended "Automated Equipment Safety Training" and "Service Standards and Etiquette" classes.

Besides this, our employees participate in training organised by the industry or Regulator. Metroline supports "Hello London", an interactive customer experience training for bus drivers across London, in partnership with Transport for London. In Singapore, our Bus Captains (BCs) at SBS Transit also attend foundational training at the Singapore Bus Academy, which was set up as part of the national manpower plan for the bus sector.

Executive staff attend training sessions which are aimed at enhancing their functional knowledge as well as skills in finance, decision-making, leadership and people management. They also attend training to implement regulatory and key management programmes such as Occupational Health and Safety, Business Continuity Planning and Enterprise Risk Management. For instance, executives in CDC in Victoria (VIC) attended a "Managing Through Change" training programme while those in SBS Transit attended a course on "The Five Levels of Leadership and the 360 Degree Leader".

We also sponsored employees' training in specialised areas. For example, SBS Transit paid for a part-time 2½-year diploma programme in rail engineering for 21 employees, up from 16 in 2016.

In 2017, our employees across the Group averaged slightly more than 28 hours of training. Male employees clocked in 30 hours of training while female employees attended 19 hours of training on average.

Our executive level staff received on average 31 hours of training with male executives attending 36 hours and female executives 16 hours. Non-executive level staff averaged 27 hours of training with males attending 28 hours and females 19 hours.

Employees are also encouraged to attain professional certification or be members of professional bodies to keep abreast of industry developments and enhance their professional competency. For instance, in 2017, Metroline's Engineering Director, Mr Ian Foster, was elected to the General Council of the Institute of Road Transport Engineers. At SBS Transit, its rail engineers are encouraged to be certified as Chartered Engineers.

As part of staff development, all employees receive performance and career development reviews at least once a year. We practise an open system in our employee appraisals where the supervisor conducts a one-to-one review with the staff based on his/her performance. Employees are assessed based on their competency and contributions while executive level staff are also measured on the achievement of their key performance tasks and targets.

As part of our rigorous process to ensure a steady pipeline of quality Management staff, our high-performing staff are subject to a Promotion Board to assess their general management, people and leadership attributes. Besides the psychometric tools used for recruitment, senior Business Unit (BU) Heads and Group Officers are also actively involved in the assessment and recruitment of high potentials.

We also have in place various programmes and processes that focus on key areas, including building management bench strength, talent management, succession planning, performance management and compensation and benefits.

We believe that our holistic approach in managing and engaging our talent will result in a more sustainable pipeline of future leaders who are committed, dedicated and able to achieve greater performance. Their enhanced development will give them the necessary organisational perspectives and adept leadership abilities to deal with the increasingly complex and competitive business environment.

### Employee Engagement

We believe that engaged employees are motivated to do better. For this reason, ComfortDelGro actively engages its employees through various platforms and avenues.

At the start of every year, at our Corporate Headquarters, our Chairman and Managing Director/ Group Chief Executive Officer (MD/Group CEO) meet Senior Management at a breakfast meeting where they lay out the challenges that are expected in the months ahead. Action plans and strategies are also discussed at this annual meeting which is also attended by the Heads of the overseas Business Units, where possible.

Our MD/Group CEO personally meet up with employees as part of the broader staff engagement efforts. In 2017, engagement sessions were held with specialist staff, employees from the Business Units and Union representatives. This allowed Management to better understand the workplace challenges, identify areas for improvement and also appreciate the contributions of our employees.

On a regular basis, briefing sessions are organised by Management to share information and align business goals and objectives with employees. New hires attend an induction programme to orientate them to our culture, values and businesses.

At the operational level, employees attend meetings and briefings on a regular basis. These are complemented by workshops, seminars and conferences. The frequency varies depending on the need. For instance, technicians at the various workshops operated by ComfortDelGro Engineering in Singapore attend a daily “toolbox” session conducted by their supervisors to be updated on the work schedules of the day. At Vietnam Taxi, monthly coffee talks are conducted by Management to hear employees share about their concerns and offer suggestions for improvements.

On information related to human resource matters such as terms and conditions of employment, policies and benefits, these are available in the Employee Handbook which is given to all staff on their first day of work. They are also available on the Group’s corporate intranet.

Besides dialogues and sharing of information, we also believe in recognising staff for their contributions. Long Service Awards are presented to staff in recognition of their faithful years of service to the Company. For example, our bus and taxi Business Units in Australia hand out awards to staff who have served for between five and 35 years. Apart from this, employees who provide quality service to customers receive recognition for their good efforts. Internal awards included the Employee of the Month and CEO commendation awards which are held either on a quarterly or annual basis by the different Business Units. At China’s Nanjing ComfortDelGro Dajian Taxi, 80 cabbies even went on an incentive trip to Hainan Island in recognition of their good service.

Our employees also receive prestigious external awards for their outstanding contributions. In 2017, Metroline’s Ms Tracey Palmer was crowned the Accessibility Champion at the London Bus Awards for her active contributions in promoting accessibility.

Other awards received include the National Kindness Award - Transport Gold where more than 220 ComfortDelGro staff in Singapore were recognised by the Senior Minister of State for Transport at the awards ceremony.

On a global level, ComfortDelGro also recognises employees who go beyond their call of duty to carry out their jobs. It has been conferring the annual PASSION! Award on deserving employees since 2008 with past winners coming from the UK, Australia, China and Singapore. The winner is flown into Singapore for the presentation of the award and also given a S\$5,000

cash prize with an all expenses paid trip to Singapore or one of the other six countries we operate in – depending on where the winner hails from. In 2017, Mr Liaoqi, an Operations Manager from China’s Nanning Comfort Transportation was the winner. Driven by passion in his job, he had rushed down to repair a taxi that had stalled at 3am during a major festive week.

More than just work, we also seek to create a positive environment for our people where they can have fun and de-stress. Monthly birthday celebrations, Christmas parties, annual Dinner and Dance, department lunches, movie screenings and excursions to places of interest are some of the activities organised. These activities also serve to foster friendships and closer ties among colleagues and facilitate better working relationships. In Victoria, CDC staff bring a dish of cultural significance at its “Taste of Harmony” lunch and share its cultural background to promote diversity and foster closer ties.

We believe that having healthy employees is important to our productivity. Hence, we actively promote a healthy lifestyle through activities such as bowling competitions, cross-country runs, yoga, Zumba, brisk walking and jogging sessions. At the Jilin City International Marathon in 2017, the CEO of our North China Business Unit encouraged and together with 50 of the taxi staff participated in the marathon. In NSW, CDC offers discounted gym membership to its staff while SBS Transit sets up gyms in several of its bus depots.

### Labour-Management Relations

ComfortDelGro believes in developing and sustaining a harmonious tripartite labour-management relationship. In fact, labour relations is a key function of daily life in the organisation. About 80% of our staff across our business signed new Collective Agreements.

In Singapore, bargainable employees are represented by the National Transport Workers’ Union (NTWU) which is affiliated to the National Trades Union Congress (NTUC) – a national confederation of trade unions. Executives can also opt to join the Union which can make limited representations on their behalf.

Working hand-in-hand in the spirit of mutual respect and trust, Management and Union constantly collaborate to improve the welfare and well-being of employees. To ensure that communication channels are always kept open, employees are elected and appointed as Union representatives by Union members to provide the crucial link between Management and Union.

In 2017, our Singapore businesses signed a new Collective Agreement with the Union, which is renewed once every three years. When there are major changes to working conditions that may affect the well-being of employees due to operational requirements, the changes to be effected are always first discussed with the Union. It is only when an agreement or a consensus is reached that the changes are announced for implementation. A reasonable time frame of between one and three months’ notice is typically given to the affected staff and are communicated officially in writing through letters, circulars or emails. Briefing sessions are organised to communicate the changes where needed.