As a land transport Group, managing the health and safety of our customers, our employees and the public is not just a priority, it is a necessity.

With more than 45,300 vehicles plying the roads in seven countries, we have in place stringent checks, systems and processes to ensure that health and safety is never compromised. We have also invested heavily in training and re-training, and run safety awareness and training programmes to instil and reinforce a safety and security conscious culture in employees at all levels. This focus continues to be strongly reflected in the Group’s policies, procedures and training.

**Year in Review**

Road and passenger safety has, and will continue to be, a key area of focus for the Group.

For 2016, we have expanded our coverage of health and safety statistics to our businesses in the United Kingdom (UK) and Australia, in addition to Singapore.¹

There had been no incidents of non-compliance with regulation and voluntary codes concerning the health and safety impacts of products and services during their life cycle.

**Singapore**

For the year ended 31 December 2016, the Group’s vehicles in Singapore made trips totalling 2,514.5 million kilometres – that is about 62,745 times round the globe.⁴ Accidents resulting in 555 injury cases were recorded during the year, translating into 2.10 passenger injuries per one million kilometres travelled in Singapore, or 0.04 injuries per one thousand journeys. There were three bus-related accidents which sadly resulted in passenger fatalities. In terms of vehicle collisions, we averaged 0.87 collisions for every one million kilometres travelled with a total of 2,200 collisions.⁵

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**Table 1: Health & Safety Statistics of Singapore, the UK and Australia**

<table>
<thead>
<tr>
<th>Statistics</th>
<th>Singapore</th>
<th>UK</th>
<th>Australia</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total mileage (mil)(km)</td>
<td>2,514.5</td>
<td>93.5</td>
<td>74.5</td>
</tr>
<tr>
<td>Passenger Injuries</td>
<td>555</td>
<td>1,203</td>
<td>253</td>
</tr>
<tr>
<td>Vehicle Collisions</td>
<td>2,200</td>
<td>4,862</td>
<td>2,330</td>
</tr>
<tr>
<td>Accident Severity Rate (Singapore)</td>
<td>24.96</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accident Frequency Rate (Singapore)</td>
<td>1.87</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

¹ Passenger injuries data excludes taxi passenger injuries for Singapore businesses. For overseas operations, passenger injuries and vehicle collision data are reported for company-owned vehicles that are driven by employees only.

² Accident Severity Rate refers to the number of man-days lost to workplace accidents per million man-hours worked.

³ Accident Frequency Rate refers to the number of workplace accidents per million man-hours worked.

⁴ Source: Universe Today (www.universetoday.com/26461/circumference-of-the-earth/).

⁵ Includes accidents that involved our scheduled and unscheduled buses, learner driver vehicles, as well as taxi accidents that were within the Land Transport Authority’s Quality of Service (QoS) accident criteria. Excludes non-traffic accidents on board scheduled buses.
In the workplace, the Group recorded zero workplace fatalities and a total of 68 non-fatal workplace injuries, resulting in 909 lost days in 2016. Of the 68 cases, a majority of 81% involved male employees – similar to the proportion of male employees in the Group’s Singapore operations. A very small proportion of incidents involved contract workers.

Analysing the data, we see that workplace non-fatal injuries were mainly due to:

- Slips, Trips and Falls (35%);
- Injured by or Struck against Moving or Stationary Objects (21%); and
- Work-related Traffic\(^8\) (18%);

### TABLE 2: INCIDENT TYPES IN SINGAPORE

<table>
<thead>
<tr>
<th>Incident Types</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Slips, Trips and Falls</td>
<td>24</td>
</tr>
<tr>
<td>Injured by or Struck against Moving or Stationary Objects</td>
<td>14</td>
</tr>
<tr>
<td>Work-related Traffic</td>
<td>12</td>
</tr>
<tr>
<td>Caught between Objects</td>
<td>4</td>
</tr>
<tr>
<td>Others</td>
<td>4</td>
</tr>
<tr>
<td>Fall from Height</td>
<td>3</td>
</tr>
<tr>
<td>Struck by Moving Vehicle</td>
<td>2</td>
</tr>
<tr>
<td>Over-exertion</td>
<td>2</td>
</tr>
<tr>
<td>Exposure to Extreme Temperature/Harmful Substance</td>
<td>2</td>
</tr>
<tr>
<td>Assault</td>
<td>1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>68</strong></td>
</tr>
</tbody>
</table>

The Accident Severity Rate (ASR) in 2016 of 24.96, was lower than the 2015 figure of 29.66 as well as the National Industry Average of 67.0.\(^9\) On the other hand, the Group’s Accident Frequency Rate (AFR) of 1.87 was higher than the previous year’s 1.71 and the National Industry Average of 0.60. We will continue to work towards reducing the AFR in 2017.

United Kingdom\(^10\)

Our Metroline buses travelled a total of 93.5 million kilometres in 2016. There were 1,203 recorded injury cases in our scheduled bus business during the year, translating into 12.86 passenger injuries per one million kilometres travelled. In terms of vehicle collisions, we averaged 51.98 collisions for every one million kilometres with a total of 4,862 collisions. Unfortunately, one of these incidents resulted in a fatality.

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\(^1\) Does not include injuries of our taxi hirers, who are not employees of the Group.

\(^2\) Lost days are defined as days that could not be worked as a result of a worker or workers who are unable to perform the usual work because of an occupational accident or disease.

\(^3\) A work-related traffic accident, as defined by the Singapore Ministry of Manpower, is any unintended event that causes bodily injury to a vocational driver or rider while he or she is driving any vehicle in the course of work.

\(^4\) Source: Singapore Yearbook of Manpower Statistics 2016 by the Ministry of Manpower.

\(^5\) Passenger injuries and vehicle collision data are reported for buses only.
As for workplace injuries, our businesses in the UK recorded zero fatalities. However, a total of 146 workplace cases were registered due mainly to slips, trips and falls as a result of spills and pot holes, as well as assaults resulting in 123 lost days in 2016. Nearly all of these cases involved male employees. The ASR was 8.23 while the AFR was 9.77. We will work towards reducing these occurrences.

<table>
<thead>
<tr>
<th>Incident Types</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Injury on board bus</td>
<td>52</td>
</tr>
<tr>
<td>Assaults</td>
<td>42</td>
</tr>
<tr>
<td>Slips, Trips and Falls</td>
<td>22</td>
</tr>
<tr>
<td>Others</td>
<td>25</td>
</tr>
<tr>
<td>Reporting of Injuries, Diseases and Dangerous Occurrences (RIDDOR)</td>
<td>5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>146</strong></td>
</tr>
</tbody>
</table>

As for workplace injuries, CDC recorded 135 cases due mainly to musculoskeletal disorders, over-exertion and traffic-related accidents, resulting in 1,025 lost days in 2016. Nine in 10 of these involved male employees. We will continue to work towards reducing both the ASR, which was 227.87 and the AFR, which was 30.01 in 2016.

**Australia**

In Australia, ComfortDelGro Corporation Australia (CDC) buses travelled a total of 74.5 million kilometres in 2016. A total of 253 injury cases were recorded during the year, translating into 3.39 passenger injuries per one million kilometres travelled, or 10.34 injuries per one million journeys. In terms of vehicle collisions, CDC averaged 31.25 collisions for every one million kilometres with a total of 2,330 collisions.

**TABLE 3: INCIDENT TYPES IN THE UK**

- **Incident Types**
  - Injury on board bus: 52
  - Assaults: 42
  - Slips, Trips and Falls: 22
  - Others: 25
  - Reporting of Injuries, Diseases and Dangerous Occurrences (RIDDOR): 5
- **Total**: 146

**HEALTH & SAFETY**

**PASSENGER INJURY RATE PER MILLION KM**

- **2016**: 12.86

**VEHICLE COLLISION RATE PER MILLION KM**

- **2016**: 51.98

**PASSENGER INJURY RATE PER MILLION JOURNEYS**

- **2016**: 3.39

**VEHICLE COLLISION RATE PER MILLION JOURNEYS**

- **2016**: 31.25

**ASR**

- **2016**: 8.23

**AFR**

- **2016**: 9.77

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11 Does not include passenger injury of our taxi business as taxi drivers are not employees of the Group.
Workplace Safety & Health Committees

One of the ways in which the Group manages its health and safety issues is through its Workplace Safety & Health (WSH) Committees. (Annex A)

Singapore

In Singapore, all our Business Units have dedicated WSH Committees. This decentralised approach is more practical in terms of engaging and intensifying staff engagement on the Business Unit level. It also instils in them a sense of ownership over health and safety issues that arise from day-to-day operations.

Senior Management is involved actively in the committees. For example, VICOM’s WSH Committee, which comprises 10 members, including a representative from each of its seven inspection centres, is chaired by a Management representative.

Similarly, ComfortDelGro Engineering’s nine-member WSH Committee is led by Management, which meets once every month to review health and safety issues. Another 8% or 60 staff are appointed Safety Captains to assist the Fire Safety Manager in ensuring safety measures are complied with. In addition to its WSH Committee, ComfortDelGro Engineering formed two Company Emergency Response Teams (CERTs), comprising seven staff each, in October 2016.

SBS Transit has a Safety Steering Committee chaired by its Senior Management from its bus and rail businesses. The Committee is instrumental in promoting health and safety within the Company, looking at new policies and strategies to this end. SBS Transit’s rail business has two Senior Management Safety Committees for North East Line (NEL) and Downtown Line (DTL) in addition to the three separate WSH Committees for NEL, DTL and its Sengkang and Punggol Light Rail Transit (LRT) system.

ComfortDelGro Driving Centre also has an Accident Review Committee which was formed to evaluate and assess accidents, as well as develop learning points before providing counsel for preventive measures. The Committee has a high participation rate from its Management and staff. Findings from the review are shared during monthly dialogue sessions with staff and new instructors before they are deployed on the ground.

In the case of ComfortDelGro Rent-A-Car, it has set up a Risk Management and Risk Assessment team in place of a WSH Committee.

United Kingdom

In the UK, Metroline’s WSH Committees are decentralised. These garage-based WSH Committees include both Management and staff representatives of each garage functions as well as contractors. They meet at least every quarter and are responsible for all local health and safety issues.

Likewise, Scottish Citylink has a WSH Committee that meets every quarter and is chaired by its Operations Director. Its WSH Committee promotes safe systems of work as well as highlights any health and safety concerns to Senior Management. It is also responsible for ensuring that the Health and Safety notice board, which displays a copy of the latest WSH Committee minutes, is maintained.

CityFleet Networks in London has both a centralised Risk Management Committee and CERT, which meet every six months. These meetings are attended by Senior Management as well as up to five staff.

Australia

Every depot under CDC has a Workplace Health & Safety (WHS) Committee comprising Management and staff representatives from Drivers Groups, Mechanics/Workshops, Administration, Planning & Scheduling. These teams meet every quarter – sometimes even monthly – and are in charge of distributing WHS messages to their various workgroups.

In Victoria, a WHS consultant attends all meetings and draws together common themes for action by Senior Management. Where necessary, issues are escalated to the Board. In addition, all WHS Committee representatives attend annual forums to discuss company-wide issues. Depot meetings with the ‘SPaRCQ Committees’ are also organised regularly to discuss safety and other related issues.

In February 2017, a General Manager-Safety & Risk was jointly appointed by CDC to review and streamline all safety, risk and workers’ compensation across the broader business. He is in charge of creating and implementing Business Continuity Plans for both operations in New South Wales (NSW) and Victoria.
**HEALTH & SAFETY**

Swan Taxis’ existing Occupational Safety and Health (OSH) policy is managed by its OSH officer, who reports directly to the Chief Executive Officer (CEO). The officer is responsible for carrying out OSH activities, including promoting health and safety messages at the workplace through posters. The Company plans to form an OSH Committee in 2017. In addition to this, Swan Taxis has formed a three-member Incident Response Group and an eight-member Crisis Management Group, headed by the CEO, who meets them when required.

**China**

In West China, Business Units such as Chengdu ComfortDelGro Taxi and ComfortDelGro Rent-A-Car (Chengdu) have WSH Committees comprising between three and five members. These WSH Committees chair monthly safety meetings that are attended by management staff as well as drivers. As for Business Units that do not have such Committees, Management takes the lead in conducting health and safety briefings as well as organising regular emergency exercise to ensure its staff are responsive at all times. For example, Chengdu ComfortDelGro Qing Yang Driving School conducts health and safety meetings that are attended by department managers and supervisors so as to raise their awareness towards safety issues and to work together to minimise risks. Health and safety messages are also regularly disseminated to staff, especially driving instructors and safety officers.

In Guangzhou, in place of a WSH Committee is a nine-member Safety Production Committee, which meets once a quarter. It manages matters related to occupational diseases, hazards and emergency responses. Management staff is equally involved in these meetings.

Our taxi companies in East China also have qualified safety supervisors who head the Safety Departments. The Operations Manager fronts the CERT.

**Vietnam**

In Vietnam, our taxi companies have fire fighting teams as regulatory requirements and are looking into forming similar WSH Committees.

**Emergency Preparedness**

To respond appropriately to potential emergency situations, all our Business Units regularly assess health and safety risks related to their operations and take adequate precautionary measures.

For example, ComfortDelGro Driving Centre, which builds its entire business model on safe and responsible driving, conducts mandatory safety briefings for all learners. To-date, close to 60 driving instructors and 314 staff have undergone first aid and fire fighting training to equip them with the necessary skills should accidents happen while practical training is being conducted. As part of emergency preparedness, ComfortDelGro Driving Centre conducted a flood emergency recall exercise in which staff were called back to the Centre to practise the drill in the event of floods.

To ensure staff are familiar with emergency procedures, SBS Transit conducted three bus disruption exercises at Joo Koon Bus Interchange, Changi Business Park Terminal and Soon Lee Bus Depot as well as two train and two LRT service disruption exercises in 2016. It also carried out four depot exercises to test the response to Chemical, Biological, Radiological Explosive (CBRE) threat as well as evacuation.

In China, Guangzhou Xin Tian Wei Transportation Development’s Tianhe Bus Station carried out a number of security exercises such as a terrorist attack simulation and fire drills to test its staff’s knowledge of the evacuation process.

All public buses in Singapore, Australia and the UK, with the exception of Ireland, are equipped with call out buttons that allow our bus drivers to speak to the Operations Control Centre when there are emergencies. Similarly, our taxis in Singapore, Western Australia, China and the UK come with distress buttons that taxi drivers can activate whenever they require emergency help. These distress buttons when activated allow our call centre agents to listen in and to activate emergency assistance, if needed.

**Training, Protective Equipment & Preventive Measures**

ComfortDelGro constantly puts a high emphasis on training to safeguard and improve safety standards, both at the workplace and for our passengers. We also ensure that all staff are adequately protected with the proper protective gear depending on their vocation.

At SBS Transit, all new Bus Captains (BCs) undergoing basic training are schooled in safe and defensive driving. Training is intensive and spans between 31 and 52 days. Besides theory lessons, new BCs undergo practical training and have to successfully pass the Class 4A driving test stringently administered by the Traffic Police before they are qualified to drive a bus. Upon completion of their training, BCs are then
paired with Service Mentors, who would accompany them on their trips and share with them practical safety tips.

Experienced BCs are also sent for regular refresher training courses aimed at enhancing their safe driving skills. BCs are also regularly briefed and reminded to observe safe driving habits through case studies which involve actual accidents. Pedestrian Drills, Junction Drills and Bus Stop Drills are continually drummed into them to inculcate the importance of road safety. Random spot checks are conducted to ensure BCs religiously comply with these safety drills.

As testament to its continuous commitment to safety, Metroline became a member of CIRAS – the Confidential Incident Reporting and Analysis System. Through CIRAS, health and safety concerns can be captured internally and investigated successfully. Its managers, supervisors and engineers were also put through six safety courses over two-and-a-half days by the Institute of Occupational Safety Engineers were also sent through the Safety Management Course for Bus Drivers.

In Victoria, Executive Management and Service Delivery Managers attended a Safety Management Course for Bus Operators at the Monash University to learn how to better manage safety and risk issues during operations. That was not all. Security screens were fitted in about 70 CDC buses in Victoria to protect bus drivers from unruly passengers.

In all our taxi operations worldwide, stringent screening of new taxi drivers, including going through their past safety records, is conducted before any agreement is inked. New taxi drivers have to go through an induction briefing, comprising basic service training and a module on defensive driving.

To incentivise taxi drivers to maintain an accident-free record, ComfortDelGro Taxi rewarded its taxi drivers with No Claim Bonuses. Taxi drivers who maintained accident-free records for four consecutive years would not have to pay their share of repairs should they unfortunately meet with one after that. Drivers who are deemed to be accident-prone are sent for defensive driving courses at ComfortDelGro Driving Centre. Upon completion of the defensive driving course, taxi drivers’ accidents records are monitored for the next six months.

In China, taxi companies under the East China Business Unit provided training to taxi drivers prior to them being on the roads, and also gave accident-prone taxi drivers remedial training before they are back on the roads. Others such as Beijing Jin Jian Taxi Services not only put accident-prone taxi drivers through re-training but also send their taxi drivers safety tips via WeChat. During the year, it introduced “Safety Awards”, which come with rental exemptions, to incentivise its taxi drivers to drive safely and keep accident-free records.

In Vietnam, ComfortDelGro Savico Taxi taxi drivers attended a one-day Traffic Safety and Safe Driving course at the Transportation College.

Our driving schools are also strong advocates where safety is concerned.

ComfortDelGro Driving Centre has in place a Circuit Observation Programme. In this programme, mandatory safety briefings are conducted for all learners. The Chief Instructors monitor circuit training sessions and look out for lapses in the coaching methodology, safety and quality. Actions are taken thereafter to correct any lapses. The Centre also worked closely with the Traffic Police to alter test routes that are deemed too dangerous for learners.

In Chengdu, Chengdu ComfortDelGro Qing Yang Driving School conducted health and safety meetings that were attended by Managers and Supervisors to raise their awareness towards safety issues and to work together to minimise risks. Throughout the year, health and safety messages were regularly disseminated to staff, especially driving instructors and safety officers. Its car rental unit, ComfortDelGro Rent-A-Car (Chengdu), conducts bi-monthly safety discussions and holds safety meetings twice a month in Chengdu and Nanba.
HEALTH & SAFETY

SBS Transit’s bus and rail engineering staff are trained and qualified to perform their various jobs in accordance with the WSH (Work at Height) regulations, which came into effect in May 2014. Similarly, SETSCO staff who have to work at heights above three metres are also put through safety courses conducted by accredited training providers as well as safety orientation and site familiarisation courses organised by clients in the construction, shipyard, marine and oil/petrochemical sectors. Other courses such as risk management and first aid are also conducted for staff both in-house and through accredited training providers.

SETSCO employees who are exposed to prolonged noise at volumes above 85 decibels may be at risk of noise-induced deafness, while those in charge of radiographic testing could risk radiation over-exposure. To tackle the former, ear plugs or mufflers are issued to employees and breaks in between jobs are planned for. These employees are also sent for annual medical check-ups, which include hearing tests. In the case of radiographic testing, licensed staff are required to wear a thermo luminescent dosimeter (TLD) badge, which is submitted to the National Environment Agency every month, to ensure they are not overly exposed to radiation. Similarly, these employees are sent for annual medical check-ups to ensure they are given a clean bill of health.

SETSCO sent its staff to fire safety courses and conducted a drivers’ safety and maintenance talk so that its drivers have the knowledge when they handle the Company’s vehicles.

VICOM vehicle inspectors, who have to perform visual inspection and operate test equipment as part of their daily routine, undergo the Technical Knowledge Evaluation examination to ensure that they are kept abreast of the latest advancement in vehicle technology as well as inspection rules and regulations. A Safety Demerit Points System is in place to ensure that they comply with safety rules. Recognising that both vehicle inspectors and motorists could face the risk of slips, trips and falls, as well as accidents, VICOM had all of them trained and operate test equipment as part of their daily routine, undergo the Technical Knowledge Evaluation examination to ensure that they comply with safety rules. Recognising that both vehicle inspectors and motorists could face the risk of slips, trips and falls, as well as accidents, VICOM had all of them trained.

Preventive Maintenance Checks & Vehicle Inspection

Our vehicle fleets in Singapore undergo regular preventive maintenance checks. ComfortDelGro taxis are checked once a month, while buses are checked once every 45 to 60 days. Rental cars undergo six-monthly preventive maintenance checks as part of road safety measures. As part of regulatory requirement, vehicles that are at least three years old are inspected at our vehicle inspection and testing Business Unit, VICOM, to ensure they meet safety standards for roadworthiness.

In the UK, our London buses go through inspections as well, while our inter- and intra-city coaches are inspected every 28 days by subcontractors in line with the requirements laid by the Department of Transport. Taxi drivers under our radio network conduct daily basic checks of their taxis and have them serviced every 6,000 to 8,000 miles to ensure their roadworthiness.

Taxis in the UK have to pass a rigorous check every year to qualify for a licence plate, which is displayed on the back and inside of the taxi. Six months later, these taxis undergo a test by the Ministry of Transport, which will last to the end of the year where the licence-plate qualifying process starts over again. This test will determine the licensed taxi is roadworthy and maintained at a high standard. Enforcement units conduct random spot checks on the road or visit taxi drivers at home to inspect the taxis. Taxis that do not meet regulatory requirements are issued “stop notes”. This means the taxi driver cannot work until the stop note is lifted.

Our Australian buses are maintained once a month in accordance with manufacturers’ recommendations. Buses in NSW are inspected twice a year, while buses in Victoria are inspected once a year. As for taxis, the State Government’s Department of Transport requires all taxis to undergo an annual inspection as part of the licensing agreement.

Like Singapore, taxis that we operate in China and in Vietnam are serviced once a month, and inspected bi-annually.

Technology

At ComfortDelGro, we are always finding new ways to leverage on technology to improve the way we do things. Safety is no exception.

SBS Transit, a forerunner in this area, puts its BCs through a mandatory “Driving Skills Enhancement Programme” to obtain an objective assessment of their driving competency with areas identified for. This is done using technology based on the Vigil Vanguard system, which comprises motion sensors, cameras and mapping software. The BCs’ driving behaviour is closely reviewed through Vigil’s video recording used to help them improve on their areas of weaknesses. Accident-prone taxi drivers are also sent for defensive driving courses conducted by ComfortDelGro Driving Centre, which uses the same Vigil Vanguard system.
ComfortDelGro Taxi collaborated with the Traffic Police to trial the MDT alert on 3,800-odd taxis for six months. An audio and visual alert was triggered whenever a taxi was about 500m away from a speed trap or red light camera. The trial resulted in a drop of 40% in the number of speeding offences and a 34% reduction in red light offences. As such, ComfortDelGro Taxi began rolling out the MDT alert to all its taxis from October 2016 onwards.

During the year, SBS Transit completed the enhancements of its CCTV coverage at both its bus and train depots in 2016. To better manage and control visitors’ entry into these depots, an online electronic visitor management system was implemented in April 2016. Work is in progress to roll out this system on DTL stations in 2017.

As for surveillance on board our vehicles, nearly all our public transport service vehicles in Singapore have CCTVs or in-vehicle cameras.

**TABLE 4: VEHICLES WITH CCTV OR IN-VEHICLE CAMERAS IN THE UK, SINGAPORE AND AUSTRALIA**

<table>
<thead>
<tr>
<th>Country</th>
<th>Percentage of vehicles with CCTV or in-vehicle cameras</th>
</tr>
</thead>
<tbody>
<tr>
<td>United Kingdom</td>
<td>100%</td>
</tr>
<tr>
<td>Singapore</td>
<td>99%</td>
</tr>
<tr>
<td>Australia</td>
<td>84%</td>
</tr>
</tbody>
</table>

In 2015, CDC replaced its analogue communication system that was depot-specific and had limited capacity and functionality with a digital radio system that allows users to communicate using multiple channels. For example, the Operations Control Centre could communicate with many depots, including those across the states, through customised talk channels. Following the successful implementation of the digital radio system on board Hunter Valley and Blue Mountain Transit bus fleets, the same system was implemented for all QCity Transit buses in 2016.

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12 Includes only public transport services (bus and rail), taxis as well as learner driver vehicles.
Community Engagement

While the importance of safe driving cannot be emphasised enough, passengers and other road users also have a role to play in ensuring that roads remain safe.

For SBS Transit, commuter safety is enhanced through the use of priority seats reserved for elderly passengers, physically-disabled, or mothers-to-be. Passengers are also reminded to observe safe travelling habits through prominently displayed safety posters and messages on board buses, trains and stations. These include holding onto handrails and stanchion poles, and not running around on board buses and trains.

As part of the “Captain of RoadSense” campaign launched by the Traffic Police and the National Taxi Association on 20 September 2016, about 300 ComfortDelGro taxis carried road safety tips bumper stickers to remind all road users to be considerate while they were on the roads.

The Group, through ComfortDelGro Driving Centre, SBS Transit and VICOM, engages the community through several road safety talks throughout the year.

To create safety awareness amongst the road users, ComfortDelGro Driving Centre actively promoted road safety through talks that were conducted to about 10,000 school students. It was also the only driving centre to participate in the Singapore Bike Show where it conducted safety talks and demonstrated safe riding techniques to the public.

Similarly, SBS Transit reached out to 38,628 students in the 93 school talks and operations visits it conducted. A safety campaign was also carried out at a number of stations of the NEL and DTL to remind commuters to travel safely on escalators.

VICOM holds regular talks for both local and international delegates, imparting knowledge on the best practices used in keeping Singapore’s roads greener and safer. In 2016, nine such talks were held with delegates from various countries including Japan, Philippines, Niger, Kazakhstan, Fiji and more. In total, over 30 hours worth of such sessions were conducted.

Recognition

ComfortDelGro Engineering, which had obtained its BS OHSAS 18001:2007 Occupational Health and Safety Management System and BizSafe Star certifications in 2013, successfully passed both re-certification audits held at Defu and Loyang workshops.

Moove Media, which was BS OHSAS 18001:2007-certified since 2013, successfully renewed its certification in 2016, while ComfortDelGro Bus was awarded bizSAFE since 2014.

SETSCO, which is BS OHSAS 18001:2007-certified, has been lauded by companies for its continued push towards safety. It received the Safety Performance Award by ExxonMobil in February 2016 and was recognised by the Petrochemical Corporation of Singapore for achieving 35 million hours worked without a lost time incident.

At the Singapore Road Safety Award 2015 that was held on 16 December 2016, two SBS Transit BCs and two ComfortDelGro taxi drivers were recognised for their safe driving. SBS Transit Bus Captains Chung Sing Loong and Yue Leong Phang were named Champions in the Safe Driver and Most Improved Driver categories respectively; ComfortDelGro Cabby Pek Ban Choon was Champion in the Safe Driver – Taxi Fleet category, while Cabby Roger Lim received the Merit Award in the same category for keeping accident-free records for 20 years.

CDC underwent an accredited bus operator safety audit by Transport Safety Victoria and achieved a compliance score of 95.37%.

In September 2016, our driving centre in Chongqing earned four stars for upkeeping its safety standards and reputation as a centre that provides quality service.
## Annex A: Workplace Safety & Health Committees Across the Group

<table>
<thead>
<tr>
<th>Country</th>
<th>Business Unit</th>
<th>Workplace Safety &amp; Health Committee</th>
<th>Company Emergency Response Team</th>
<th>Risk Management Committee</th>
<th>Other Safety-related Committees</th>
<th>Nil</th>
</tr>
</thead>
<tbody>
<tr>
<td>Singapore</td>
<td>All Business Units with the exception of:</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>ComfortDelGro Driving Centre</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td></td>
<td>ComfortDelGro Rent-A-Car</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td></td>
<td>SBS Transit</td>
<td>✓</td>
<td>✓</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Australia</td>
<td>CDC (NSW)</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>CDC (VIC)</td>
<td>✓</td>
<td></td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
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