

# HEALTH & SAFETY

The health and safety of our customers, employees, relevant Stakeholders and the public is of critical importance to us as a Group. With more than 42,500 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 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.

Total distance travelled in Singapore <b>2,091.94 million km</b>	Passenger injuries in Singapore <b>2.89/one million km</b>
Average Severity Rate (Singapore) <b>42.93</b>	Average Frequency Rate (Singapore) <b>1.71</b>

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

Year	Singapore		United Kingdom		Australia	
	2016	2017	2016	2017	2016	2017
<b>Total Mileage</b> ('mil)(km)	2,514.51	<b>2,091.94</b>	93.50	<b>112.37</b>	74.55	<b>113.60</b>
<b>Passenger Injuries</b> <sup>1</sup>	555	<b>610</b>	1,203	<b>991</b>	253	<b>332</b>
<b>Vehicle Collisions</b>	2,200	<b>601</b>	4,862	<b>3,986</b>	2,330	<b>4,586</b>
<b>Average Severity Rate</b> <sup>2</sup>	24.96	<b>42.93</b>	8.23	<b>43.45</b>	227.87	<b>317.67</b>
<b>Average Frequency Rate</b> <sup>3</sup>	1.87	<b>1.71</b>	9.77	<b>1.02</b>	30.01	<b>34.22</b>

## Year in Review

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

Since 2016, our health and safety statistics cover our businesses in the United Kingdom (UK) and Australia, in addition to Singapore.

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<sup>4</sup>

For 2017, the Group's vehicles in Singapore made trips totalling 2,091.94 million kilometres<sup>5</sup>. The bulk of this was made by our taxis (close to 90%). Public scheduled buses accounted for about 9% of total distance travelled.

Accidents resulting in 610 injury cases were recorded, 608 of which were from SBS Transit. This translated into 2.89 passenger injuries per one million kilometres travelled in Singapore, or 0.02 injuries per one thousand journeys. There were unfortunately four passenger fatalities. In terms of vehicle collisions, we averaged 0.29 collisions for every one million kilometres with a total of 601 collisions<sup>6</sup>, out of which 138 were from SBS Transit.

To reduce such accidents, SBS Transit increased its efforts in safety training and re-training, including amending the Pedestrian Drills and Junction Drills to minimise occurrences. It had also, in 2017, installed more buses with Mobileye, a smart camera that is able to detect, analyse and monitor road conditions while the vehicle is moving and provide real-time audio-visual warning via a display unit to the driver. For more information on Mobileye, refer to page 22.

<sup>1</sup> 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.

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

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

<sup>4</sup> All Singapore businesses, including SBS Transit and VICOM.

<sup>5</sup> Includes mileage clocked by scheduled and unscheduled buses, trains, learner driver and car rental vehicles as well as taxis.

<sup>6</sup> 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.

The Group recorded zero workplace fatalities in Singapore. A total of 62 non-fatal workplace injuries<sup>7</sup>, resulting in 1,553 lost days<sup>8</sup> in 2017, was also recorded. Of the 62 cases, a majority involved male employees. A very small proportion of incidents involved contract workers. Injuries sustained such as cuts were at the eyes, hands and legs. Analysing the data, we see that workplace non-fatal injuries were mainly due to:

- Slips, Trips and Falls (53%);
- Work-related Traffic<sup>9</sup> (16%); and
- Others (16%)

**Table 2: Incident types in Singapore**

Incident Types	No. of Cases
Slips, Trips and Falls	33
Work-related Traffic	10
Others	10
Caught between Objects	4
Injured By or Struck Against Moving or Stationary Objects	2
Assaults	2
Struck by Moving Vehicle	1
<b>Total</b>	<b>62</b>

**Passenger injury rate per million km**



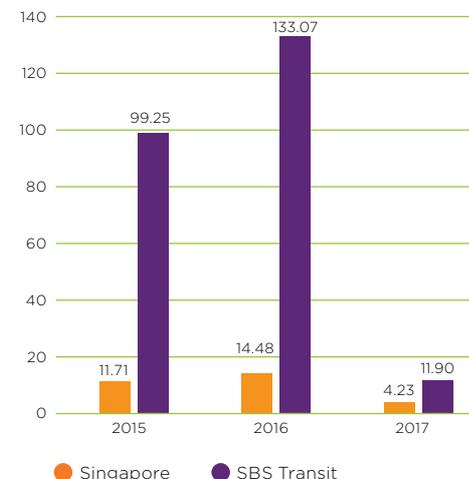
**Passenger injury rate per thousand journeys**



**Vehicle collision rate per million km**



**Vehicle collision rate per million journeys**



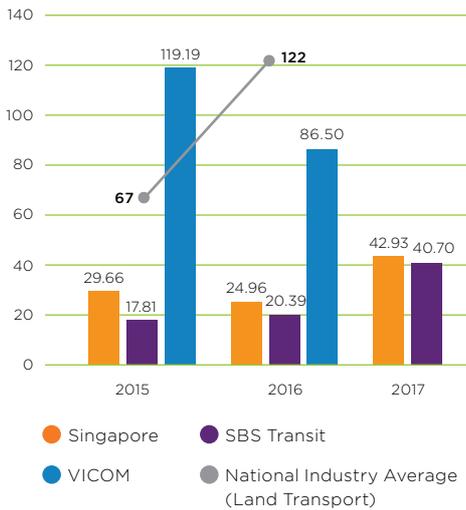
<sup>7</sup> Does not include injuries of our taxi hirers, who are not employees of the Group.

<sup>8</sup> 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.

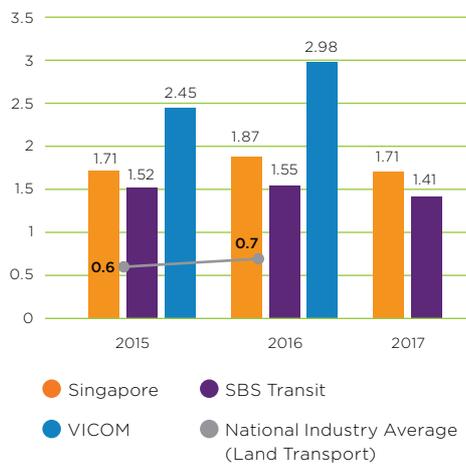
<sup>9</sup> A work-related traffic accident, as defined by the Singapore Ministry of Manpower, is any unintended event that causes bodily injury to a vocational driver or rider while he or she is driving any vehicle in the course of work.

The Accident Severity Rate (ASR) of 42.93 for 2017 was higher than the 2016 figure of 24.96 but far lower than the 2016 National Industry Average of 122.0<sup>10</sup>. On the other hand, the Accident Frequency Rate (AFR) of 1.71 was lower than the previous year of 1.87 but higher than the 2016 National Industry Average of 0.70<sup>10</sup>. We will continue to work towards reducing the ASR in 2018.

**ASR**



**AFR**



**United Kingdom<sup>11</sup>**

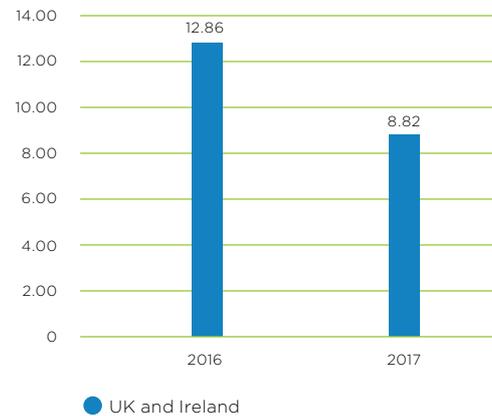
In the UK, Metroline adopted One Vision 2020, a corporate transport safety strategy that seeks to effectively tackle, reduce and eradicate its liability incidents by 2020. As of end September 2017, Metroline had successfully reduced personal injury incidents and collisions by 22.8%.

Our vehicles travelled a total of 112.37 million kilometres, of which Metroline buses account for a total of 110.2 million kilometres in 2017<sup>12</sup>. There were 991 recorded injury cases in our scheduled bus business during the year, translating into 8.82 passenger injuries per one million kilometres travelled.

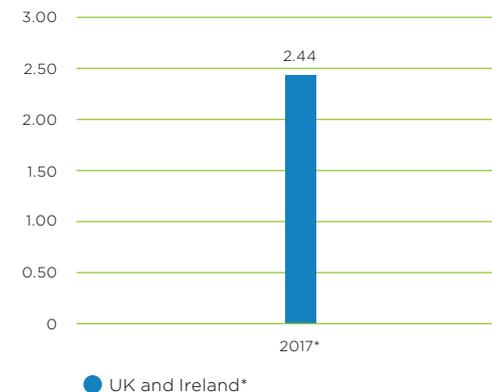
In terms of vehicle collisions, we averaged 35.47 collisions for every one million kilometres with a total of 3,986 collisions.

As for workplace injuries, our businesses in the UK recorded zero fatalities. However, a total of 15 workplace injury cases – involving more males than female employees – were registered, resulting in 637 lost days in 2017. These were due to slips, trips and falls, fall from height and road traffic collisions. Injuries included cuts and burns, broken ankles, shoulder and musculoskeletal injuries. Compared to 2016, the ASR was higher at 43.45, while the AFR was lower at 1.02. We will work towards reducing the ASR.

**Passenger injury rate per million km**



**Passenger injury rate per million journeys**



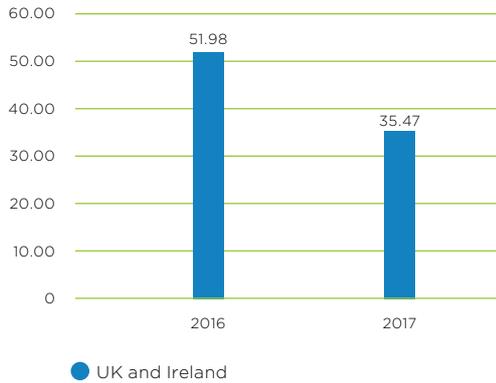
\* Data only available from 2017.

<sup>10</sup> Source: Singapore Yearbook of Manpower Statistics 2017 by the Ministry of Manpower. Figures for 2017 are not available as at date of report preparation.

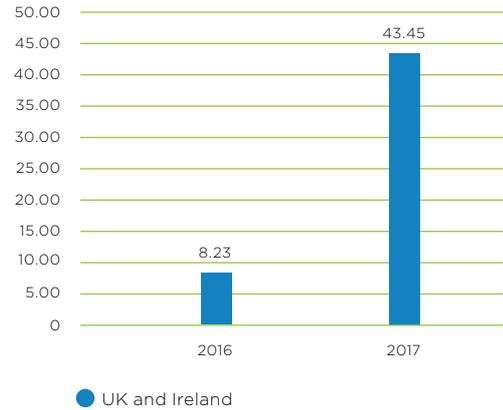
<sup>11</sup> Passenger injuries and vehicle collision data are reported for buses only.

<sup>12</sup> Ridership data is taken from the Transport for London (TfL) for the period from 1 April 2016 to 31 March 2017. All routes that Metroline operates on behalf of TfL were included except school routes.

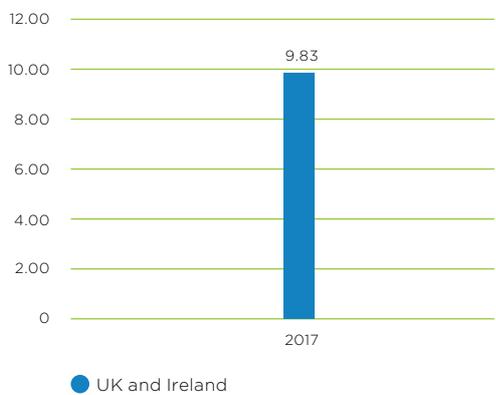
**Vehicle collision rate per million km**



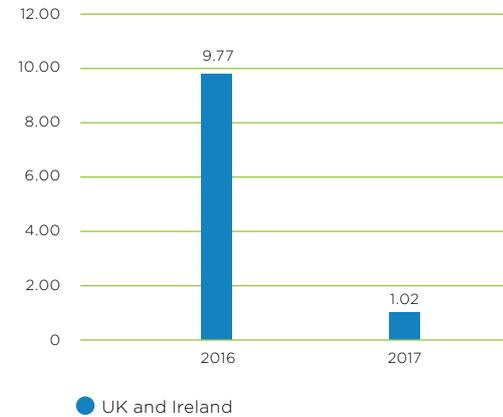
**ASR**



**Vehicle collision rate per million journeys\***



**AFR**



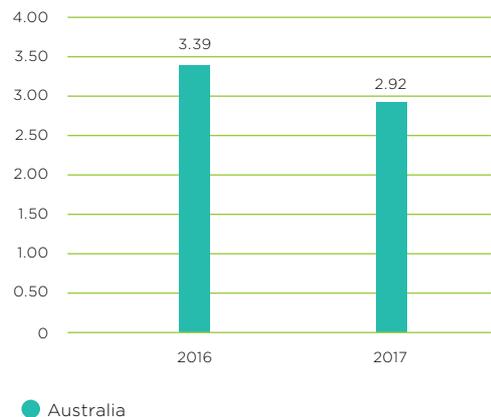
\*Figure for the number of journeys was annualised from nine-month data for one Business Unit. Data only available from 2017.

**Australia<sup>13</sup>**

In Australia, ComfortDelGro Corporation Australia (CDC) buses travelled a total of 113.6 million kilometres in 2017. A total of 332 injury cases were recorded during the year, translating into 2.92 passenger injuries per one million kilometres travelled, or 109.3 injuries per one million journeys. In terms of vehicle collisions, CDC averaged 40.37 collisions for every one million kilometres with a total of 4,586 collisions.

As for workplace injuries, we recorded 204 cases due mainly to slips, trips and falls. Injuries sustained, including musculoskeletal injuries, specifically strains and sprains of backs, upper arms and legs, as well as general lacerations and contusions, resulted in 1,894 lost days in 2017. About 85% of the injured are male employees. We will continue to work towards reducing both the ASR, which was 317.67<sup>14</sup> and the AFR, which was 34.22 in 2017.

**Passenger injury rate per million km**



<sup>13</sup> Does not include passenger injury of our taxi business as taxi drivers are not employees of the Group.

<sup>14</sup> Both the ASR and AFR for Australia are higher than the rest of the Group because of the way workplace accidents/injuries are defined nationally. For instance, workers who complain of backaches at work would be included in the final tally.

**Passenger injury rate per million journeys\***



\*2016 passenger injury rate per million journeys was restated from 10.34 to 87.16. The restatement is due to a calculation error.

**AFR**



**Vehicle collision rate per million km**



**Vehicle collision rate per million journeys**



**ASR**



**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 at 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 12 members, including a representative from each of its seven inspection centres, is chaired by a Management representative.

Similarly, ComfortDelGro Engineering’s 10-member WSH Committee is led by Management, which meets once every month to review health and safety issues. Several staff were trained and appointed Safety Captains in 2017 to assist the WSH Officer in ensuring safety measures are complied with. To-date, 87 Safety Captains have been appointed. In addition to its WSH Committee, ComfortDelGro Engineering has a Company Emergency Response Team (CERT), comprising seven staff since October 2016.

SBS Transit has a Safety Steering Committee chaired by its Chief Executive Officer (CEO) with Senior Management staff from its bus and rail businesses participating as members. 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-Punggol Light Rail Transit (SPLRT) systems. The bus business also holds its WSH Committee meetings at the depots every month.

ComfortDelGro Driving Centre 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 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 Coaches 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

Each of the depots in CDC has a Workplace Health & Safety (WHS) Committee comprising Management and staff representatives from Drivers Groups, Mechanics/Workshops, Administration and Planning & Scheduling. These teams meet every quarter – sometimes even monthly – and are in charge of distributing WHS messages to their various workgroups and supporting the businesses work health safety agenda.

In both New South Wales (NSW) and Victoria, a Management representative attends all meetings and draws together common themes for action by Senior Management. Where necessary, issues are escalated to the Board. In addition, the WHS Committee representatives attend recurring forums to discuss company-wide issues. Depots with a "SPaRCQ Committee" 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 NSW and Victoria.

Swan Taxis' existing Occupational Safety and Health (OSH) policy is managed by its OSH officer, who reports directly to the CEO. The officer is responsible for

carrying out OSH activities, including promoting health and safety messages at the workplace. The Company formed an OSH Committee in 2017. In addition to this, Swan Taxis has both 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 exercises 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 Shenyang, China, also have qualified safety supervisors who head the Safety Departments. The Operations Manager fronts the CERT.

### Vietnam

In Ho Chi Minh City, Vietnam Taxi has fire fighting teams as regulatory requirements. It also formed a Labour Safety Committee in 2017, comprising four members led by a Management representative. The Committee meets once every six months.



### 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. It also continued to send its driving instructors for first aid training, which is certified once every two years. Over 40 driving instructors underwent first aid training to equip them with the necessary skills should accidents happen while practical training is being conducted.

During the year, SETSCO also trained its first aid assistants to ensure they are equally ready should designated first-aiders be unavailable. Various company-wide emergency drills simulating gas leaks and fires were also conducted to improve the awareness and emergency response of all staff.

In view of the flammable materials that are stored at Bukit Batok, one of its branches, VICOM formed a CERT there and staff are given Personal Protective Equipment (PPE). During the year, table top exercises and fire drills were conducted to familiarise CERT members.

To ensure staff are familiar with emergency procedures, SBS Transit conducted four bus disruption exercises involving bus depots and interchanges, and three rail service disruption exercises involving the Bus Group and Passenger Service teams in 2017. It also conducted three security exercises at the depots to test the response plans during the discovery of suspicious items.

In China, Guangzhou Xin Tian Wei Transportation Development's Tianhe Bus Station carried out fire drills to test its staff's knowledge of the evacuation process.

CDC in Sydney and Melbourne held "toolbox" talks that focussed on safe work practices in light of suspicious packages left on buses.

All public buses in Singapore, Australia and the UK 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 46 days, including five days at the Singapore Bus Academy where they obtain the Omnibus Driver's Vocational Licence. 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.

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.

Metroline trialled two of its hybrid buses that operated in London's Oxford Street with light and audible awareness equipment to dissuade vulnerable road users and pedestrians from stepping into the path of the buses. The trial, which received the full support of the Royal National Institute for the Blind, saw a reduction in pedestrian injury incidents near the buses, and garnered positive feedback from all Stakeholders, including bus drivers, who found their journeys becoming less stressful as a result. More hybrid buses will be equipped with the same equipment as part of academic research.

On 1 October 2017, Metroline implemented a Voluntary Safe Driving Reward Scheme at Potters Bar Bus Garage to incentivise bus drivers who reduce blameworthy damage of accidents that occur on public roads and in the garage.

In NSW, CDC communicates customer service and safety messages to its bus drivers at its depots using diamond-shaped signs. These were first developed and launched by Hillsbus in 2013, but can now be seen at depots of Hunter Valley Buses, Blue Mountains Transit and Qcity Transit in Queanbeyan. Bus marshals are also put through rear door loading safety training to ensure they are able to assist passengers safely.

In Victoria, CDC installed security screens on its buses to protect bus drivers from unruly passengers. It also introduced on-board voice announcements to eliminate the need for bus drivers to ask passengers for fares, and thereby the risks of them being verbally and physically assaulted by passengers.

In our global taxi operations, 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 rewards its taxi drivers with No Claim Bonuses. Taxi drivers who maintain accident-free records for four consecutive years would not have to pay their share of repairs should they unfortunately meet with one thereafter. 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' accident records are monitored for the next six months. Those involved in yet another accident within the six-month period would have their service contracts revoked.

In China, safety meetings are an integral part of monthly meetings and dialogue sessions that our taxi companies in Shenyang and Chengdu have with their taxi drivers. Training is provided to taxi drivers prior to them being on the roads. Taxi drivers with accident-free records are rewarded with both quarterly and annual incentives, while accident-prone taxi drivers are given remedial training before they are back on the roads.

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

ComfortDelGro Driving Centre has in place a Circuit Observation Programme. 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 works closely with the Traffic Police to alter test routes that are deemed too dangerous for learners.

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

SBS Transit's bus and rail engineering staff are trained and qualified to perform their various jobs in accordance with the 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. In 2017, to drive safety awareness across all staff and beef up emergency response skills of the first responders within the Company, SETSCO launched the "Safety Is MY Responsibility" campaign, which included training its CERT on emergency stretcher management and new emergency rescue techniques. The CERT as well as fire wardens also received training on walkie-talkie call-sign etiquette for better communication during an emergency situation.

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 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.

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 advancements 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. They are also provided with PPE such as boots, ear-plugs, eye-wears and gloves.

Recognising that both vehicle inspectors and motorists could face the risk of slips, trips and falls, as well as accidents at its inspection centres, VICOM installed safety enhancement features, including railings, flexible bollards, convex mirrors, reflective tapes for better visibility, as well as anti-slip plates and surfaces to prevent slips. This is in addition to the barriers and warning signs that are already in place. Walkways for motorists are also painted to clearly demarcate them from inspection areas.

ComfortDelGro Engineering displays banners at all its workshops as well as diesel and petrol kiosks to remind taxi drivers to comply with safety at all times.



### 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 road-worthiness, while taxis are inspected half-yearly.

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 circuit networks 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.

In Vietnam, taxis are also serviced at every 5,000 kilometres, which is around once every month, while in China, taxi companies like Jilin ComfortDelGro Taxi conducts inspection on its taxis to ensure they do not pose safety hazards while they are on the roads.



**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 improvement. 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.

SBS Transit continued to install its buses with Mobileye, a smart camera that is able to detect, analyse and monitor road conditions while the vehicle is moving and provide real-time audio-visual warning via a display unit to the driver. In 2017, 812 buses were installed with Mobileye. More than 1,000 buses will be installed with the same device in 2018. CDC also followed in the footsteps of SBS Transit by installing Mobileye in more than 1,000 of their buses in NSW and Victoria.

SBS Transit also tapped on the Hazard Awareness Training and Test system (HATT), an interactive video-based system that trains BCs to identify both potential and developing hazards. These videos are based on actual roads that BCs would be familiar with. Besides equipping them with the skill set to identify hazards, they are also taught how to prevent accidents by taking appropriate defensive measures. With the ability to identify and take corrective actions, BCs are better equipped to provide a safer journey for their commuters. Metroline did something similar. It filmed the bus routes that its probationary bus drivers practise on, and added animation to the footage to help them identify risk areas. ComfortDelGro Taxi had, in 2017, adopted the HATT system for its new taxi drivers who were involved in accidents.

GoRoute is the other video-based system that enables SBS Transit BCs to learn their service routes and safety drills in a classroom setting. The videos are based on actual road conditions of their respective service routes, including indications of special zones such as the school zone and black spot areas. With better knowledge of their service routes, our BCs can focus more on driving safely.

Our scheduled buses also come with speed limit devices that prevent them from accelerating beyond 60kmh. Similarly, the Mobile Data Terminal (MDT) in our taxis come with speed alerts that automatically prompt our taxi drivers to slow down when they have exceeded the speed limit.

To better manage and control visitors’ entry into its premises, SBS Transit, which rolled out an online electronic visitor management system at its bus depots in April 2016, also rolled out the same system at both NEL and DTL depots in 2017. Work is in progress to roll out the same system at its NEL and DTL stations by March 2018.

As for surveillance on board our vehicles, nearly all our public transport service vehicles in Singapore have CCTVs or in-vehicle cameras<sup>15</sup>. In the UK, all Metroline buses are equipped with CCTVs. Down Under, all Swan taxis have in-vehicle cameras, while all public transport service of CDC are equipped with this capability.

**Table 3: Vehicles and stations with CCTVs or in-vehicle cameras in Singapore, the UK and Australia**

Country	Percentage
Singapore	99%
United Kingdom	95%
Australia	100%



**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.

In Singapore, the Group, through ComfortDelGro Driving Centre, SBS Transit and VICOM, engaged the community through several road safety talks during the year.

To create safety awareness amongst road users, ComfortDelGro Driving Centre collaborated with the Traffic Police to conduct 560 hours worth of road safety education at the Road Safety Park. It also conducted road safety talks to over 11,420 Primary and Secondary school students at the schools. Similarly, SBS Transit, conducted 88 school assembly talks and visits to our bus and train premises and reached out to some 32,164 students.

With the opening of DTL3, SBS Transit conducted 14 community engagement sessions where some 1,700 individuals, including Members of Parliament, grassroots leaders, residents and students living along the DTL3 corridor, as well as social influencers, had the chance to visit the stations and participate in train evacuation exercises. The sessions also included briefings on safety features when entering the fare

<sup>15</sup> Includes only public transport services (bus and rail), taxis as well as learner driver vehicles.

gates and trains as well as travelling 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 2017, such talks were held with delegates from various countries including Azerbaijan, Bangladesh, Brunei, Djibouti and Vietnam.

For SBS Transit, commuter safety is further 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.

CDC buses in Sydney and Melbourne have similar priority seats reserved for those who are mobility-challenged. To reduce slips, trips and falls on board their buses in Sydney and Melbourne, CDC carried out a "Please Hold On" campaign to educate passengers on the need to hold on to the handrails or hand grabs.



### Recognition

A number of our Business Units in Singapore has obtained the Occupational Health and Safety Assessment Series (OHSAS) 18001:2007

and bizSAFE certifications. These include ComfortDelGro Bus, ComfortDelGro Engineering, Moove Media, SBS Transit's NEL, VICOM as well as SETSCO.

Four ComfortDelGro taxi drivers and two SBS Transit BCs were awarded in the "Safe Driver" and "Most Improved Driver" categories for their good driving record and safe driving behaviour at the Singapore Road Safety Awards 2017 in October.

ComfortDelGro Bus also received the Road Safety Award for Companies with Bus Fleet by the Singapore Road Safety Council.

In the UK, Metroline bus driver, Mr Stan Davern, from Holloway Garage was also crowned the Company's Transport Safety Champion for keeping his record accident-free for 38 years.

#### Annex A: Workplace Safety & Health committees across the Group

Country	Business Unit	Workplace Safety & Health Committee or Similar	Company Emergency Response Team or Similar	Risk Management Committee	Other Safety-related Committees	Nil
Singapore	All Business Units with the exception of:	✓	✓	✓		
	ComfortDelGro Driving Centre	✓	✓	✓	✓	
	ComfortDelGro Rent-A-Car			✓		
	SBS Transit	✓	✓		✓	
Australia	CDC in NSW	✓	✓			
	CDC in Victoria	✓			✓	
	Swan Taxis	✓	✓		✓	
China	East China		✓		✓	
	North China					✓
	South China		✓		✓	
	West China	✓				
United Kingdom & Ireland	CityFleet Networks		✓	✓		
	ComfortDelGro Irish Citylink					✓
	Metroline	✓				
	Scottish CityLink Coaches	✓				
Vietnam	Vinataxi				✓	
Malaysia	CityLimo Leasing					✓