

MATERIALITY

Materiality guides ComfortDelGro on issues to focus on for long-term sustainability. An in-depth materiality assessment based on internal and external stakeholder expectations was conducted in 2015.

The issues that have been identified as material to us are environmental and social issues that reflect significant impacts of our operations, or could substantively influence the assessments and decisions of our Stakeholders. Based on international best practice, we have made an initial prioritisation of the issues using the internationally accepted AccountAbility 5-Part Materiality Test model, embedded in the AA1000 standard.

The materiality assessment involved ComfortDelGro’s Senior Management as well as External Stakeholders. Their rating is shown in the diagram provided. The Board has reviewed and approved the material issues, and has delegated the management and monitoring to Senior Management.

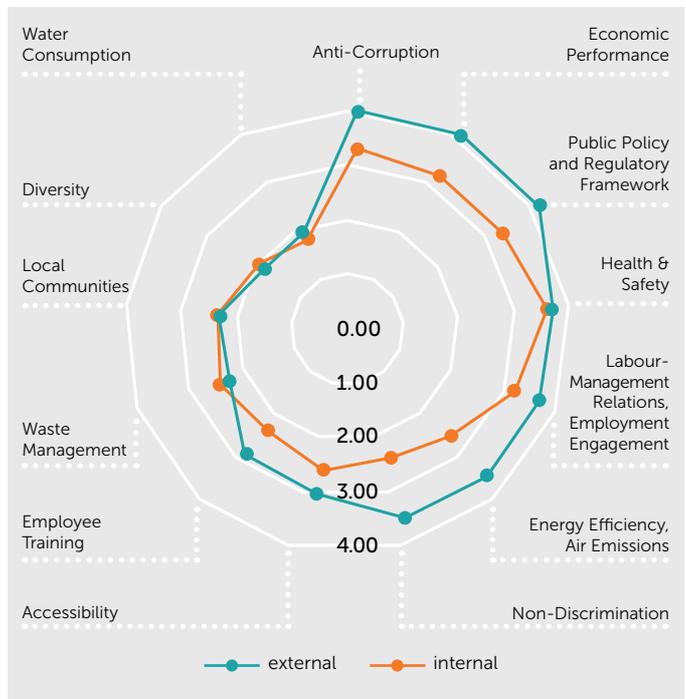
Table: List Of Material Issues

Level	Issue
High	Anti-Corruption (I&E)
	Economic Performance (I&E)
	Energy Efficiency, Air Emissions (I&E)
	Health & Safety (I&E)
	Labour-Management Relations, Employee Engagement (I)
	Non-Discrimination (I&E)
	Public Policy and Regulatory Framework (I&E)
Medium	Accessibility (E)
	Diversity (I&E)
	Employee Training (I)
	Local Communities (E)
	Waste Management (I&E)
	Water Consumption (I&E)

Topic boundaries, in terms of whether impacts are relevant to internal or external stakeholders, were considered during the materiality assessment. (I = Internally relevant, E = Externally relevant)

[GRI102-46, GRI102-47]

Diagram: Ranking Of Material Issues By Stakeholders



ANTI-CORRUPTION

Business and ethical integrity are pillars of our corporate psyche. The ComfortDelGro Group does not tolerate corruption in any part of its business. Our fight against corruption is guided by the following principles:

- The ComfortDelGro Group shall not participate in or endorse any corrupt practices.
- Representatives of the Group shall not offer Customers, Potential Customers, Suppliers, Consultants, Governments, Agencies of Governments, or any representative of such entities, any rewards or benefits in violation of applicable laws or established business practices stricter than applicable laws, in order to obtain or retain business or to gain any other improper advantage.
- Our employees shall not accept payments, gifts or other kinds of reimbursement from a third party that could affect or appear to affect their objectivity in their business decisions.
- We believe in full transparency and according equal treatment to all existing and potential Suppliers.

ECONOMIC PERFORMANCE

ComfortDelGro believes in creating long-term economic value for our Shareholders as well as the key Stakeholders by adopting responsible business practices and growing the business in a sustainable manner. Details of the Group’s economic performance for 2018 can be found in our Annual Report 2018.



HEALTH & SAFETY

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 close to 43,300 vehicles plying the roads in seven countries, we have in place stringent checks, systems and processes to ensure that safety and health is never compromised. Safety requirements are incorporated in tender documents for relevant products and services. We have also invested heavily in training and re-training courses, and run safety awareness and training programmes to instil a safety and security conscious culture in employees at all levels. This safety focus continues to be strongly reflected in the Group's policies, procedures and training.

LABOUR-MANAGEMENT RELATIONS, EMPLOYEE ENGAGEMENT

Our people are undoubtedly our most valued assets. Without them, we would not be where we are today. Indeed, we strongly subscribe to the view that a happy and motivated workforce will ultimately translate into happy and satisfied 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.

PUBLIC POLICY AND REGULATORY FRAMEWORK

ComfortDelGro engages with Governments at many different levels to help shape public policy and regulations that support the land transport sector. We also work closely with Regulators, Association Partners and Unions on issues which affect our business and our Stakeholders.

ENVIRONMENTAL IMPACTS: ENERGY USE AND AIR EMISSIONS, WATER CONSUMPTION AND WASTE MANAGEMENT

The ComfortDelGro Group is committed to managing and minimising the impact of our business operations on the environment, including along our supply chain. Our commitment to the environment is steadfast. Whether it is the vehicles we run or the buildings we operate in, we are committed to ensuring that our Green Quotient is kept high.

We endeavour to continue to improve the management of our environmental impacts by reducing resource usage and minimising waste. We are firmly committed to investing in new, more environmentally friendly vehicles, so as to reduce our emissions footprint.



DIVERSITY AND NON-DISCRIMINATION

ComfortDelGro embraces diversity. We believe in creating an inclusive environment where our employees treat each other equally, honestly and with respect. We want to nurture a culture where diverse perspectives can help drive our Group forward.

We strive to provide a fair and supportive work environment for all our employees, regardless of their age, sex, marital status, sexual orientation, disability, race, colour, nationality, ethnic or national origin, religion, or affiliation to any political party or trade union. We aim to employ people who reflect the diverse nature of society and we value each of our employees for the contribution they make, both individually, and as part of the Group.

Our policy applies to recruitment and selection, terms and conditions of employment including pay, promotion, training, transfer, references and every other aspect of employment.

ACCESSIBILITY

As a provider of land transport services, accessibility is a critical part of our business focus. We are committed to providing our services equitably to serve all Customers – independent of age or ability. To this end, we invest extensively in systems, processes and new technologies including wheelchair-accessible and low-floor buses. We are also committed to making our workplace accessible to our employees. For example, ramps and lift access as well as wheelchair-accessible restrooms are available at many of our buildings both locally and overseas.

EMPLOYEE TRAINING

ComfortDelGro invests continually in its employees to develop their skills and talent. We ensure that employees understand their responsibilities and are given access to necessary training to equip them to do their jobs better.



LOCAL COMMUNITIES

ComfortDelGro is committed to community contribution in all the regions we operate in. We actively reach out in various areas including education, welfare, disaster relief and health. Community engagement forms an important part of our business not only because it breeds trust and familiarity, but because it gives a human face to the business. We also find that our employees tend to be happier when they feel that they have made a difference in the lives of others.

While most of the material issues are relevant to all our Business Units, issues like Public Policy, Accessibility and Local Communities are most relevant for our bus and train businesses. Environmental material issues are of highest significance for our bus, train and taxi businesses.