

OUR STAKEHOLDERS AND PARTNERS

ComfortDelGro is guided by the principle of creating sustainable value for its Stakeholders – be they Customers, Shareholders, Employees, Partners or Regulators. [GRI102-40]

Key Stakeholders are identified as part of the Risk Management process, based on the extent in which they can affect or be affected by the operations of the Group. [GRI102-42]

Given the significant roles they play, ComfortDelGro reaches out actively to key Stakeholders through various channels.



CUSTOMERS

Good customer service is a fundamental aspect of our business. In fostering a customer-centric culture, a “customer first” mindset permeates through the Group and a robust customer engagement process is adopted.

To this end, employees are equipped with the necessary skills and knowledge to provide customers with a best-in-class experience. Courses that are conducted include technical training courses like “Scania Optimise Programme” and “WSQ Perform Basic Maintenance of Bus Engine System” as well as service-centric training like “WSQ Project a Positive and Professional Image” and “WSQ Project Go-the-Extra-Mile Service”.

Frontline staff in all our businesses actively engage customers through various means including outreach programmes where potential and existing customers are invited to visit our operations



once every few months. We also reach out to our customers through information counters, hotlines, as well as monthly Meet-the-Managers sessions.

Customers are encouraged to send us their feedback through customer questionnaires, online feedback forms or via our fully-manned service hotlines. Other than product and service enquiries, the key areas of concern amongst customers are safety, accessibility and the overall service experience.



SHAREHOLDERS

We are committed to disseminating accurate and pertinent information to the market in a timely manner as part of good Corporate Governance. Our Investor Relations (IR) programme balances regular, effective and fair communications with Shareholders and the investment community with the need to safeguard commercial sensitivities. The IR team works closely with Senior Management to proactively carry out this engagement programme. Feedback and views gathered are regularly reported to Senior Management and the Board of Directors.

During the year, the IR team met some 330 groups of investors, analysts and equity sales personnel over 170 meetings. The team also addressed queries from investors through emails, telephone calls and the online enquiry form.

Besides face-to-face office meetings and conference calls, we also participated in eight investor conferences and non-deal roadshows in Singapore, Kuala Lumpur, Hong Kong, Tokyo and Taipei. These platforms provide direct access to a wide cross-section of existing and new institutional investors from around the world. To reach out to retail investors in Singapore, an investor presentation was held at the SGX auditorium.

We organised face-to-face briefings for the media and sell-side analysts for the full-year results and conducted dial-in conference calls with sell-side analysts for the other quarterly results. Three post-results luncheons were organised where we met fund managers based in Singapore after the full-year FY2017 results and the second and third quarter results for FY2018.

ComfortDelGro attracts active research coverage from sell-side analysts and the stock is now covered by 15 local and international research houses. Some 190 reports on the Company and the industry were published during the year. The IR team has regular interactions with the analysts to ensure a thorough understanding of our business models and strategies, operations and financial performance and growth opportunities.

Shareholders have the opportunity to interact with the Board and Senior Management at our Annual General Meeting. Voting is by way of electronic polling for greater transparency in the voting process and the detailed results are announced immediately at

the Meeting and subsequently released to the Singapore Exchange (SGX). All material announcements are posted in the IR section of the corporate website to ensure equal and timely access to information.

At the Singapore Corporate Awards 2018 held on 18 July 2018, ComfortDelGro won the Bronze Award for Best Investor Relations in the Big-Cap category.

At the 19th Securities Investors Association Singapore (SIAS) Investors' Choice Awards 2018 held on 25 September 2018, VICOM was the Winner of the Singapore Corporate Governance Award for the Mid-Cap category and Runner-up for the Most Transparent Company Award in the Services category.



EMPLOYEES

With a global workforce of close to 24,700, employee engagement is a critical aspect of our human resource management. Talent management and succession planning rank high on ComfortDelGro's priority list.

Through regular employee engagement programmes including seminars, training courses, quarterly newsletters and weekly dialogue sessions, we are able to encourage critical thinking and innovation, build team spirit and groom the next generation of leaders.

Managers are empowered and encouraged to hold regular feedback sessions with their subordinates. The annual appraisal performance session serves as a platform for employees to discuss their work performance and map out their career progression. Common issues raised by employees include training and remuneration.

More information can be found on pages 30 to 37.



PARTNERS AND SUPPLIERS

We work closely with our partners and suppliers to ensure the smooth delivery of our services. We recognise our dependency on the timely delivery of key parts and components and the quality of our subcontractors. This is a key risk which we have identified and which we manage diligently. We also have in place detailed Risk Management contingency plans where needed. More information can be found in the ComfortDelGro Annual Report 2018.

As a responsible corporate citizen, we also strongly believe in ensuring compliance in all our operations and businesses. We do not condone any corrupt practices or anti-competitive behaviour. We have a strict procurement policy which, among other things, conducts supplier assessment to ensure there is no adverse impact on society. Among other things, suppliers are required to have strict environmental policies, adopt fair employment practices, have clear health and safety policies, and adhere to strict anti-corruption policies.

For example, Business Units (BUs) such as ComfortDelGro Taxi engages its partners such as its cabbies about twice a month and once a week or a quarter with its suppliers. Similarly, SBS Transit engages its contractors regularly about various safety issues and through its annual Safety & Health Programme & Education (SHAPE).

More information can be found on pages 24 to 27.



REGULATORS

ComfortDelGro is firmly committed to complying with all legal and regulatory requirements.

As the provision of public land transport services is highly regulated, the Group, through our various BUs, holds regular weekly dialogue sessions with the various Regulators including the Land Transport Authority, the SGX, the National Environment Agency and the Ministry of Manpower.

A range of topics are discussed at such meetings, including unfolding trends, new technologies, safety, competition, environmental and accessibility issues.

Where Regulators seek consultation in reviewing existing and emerging policies, we are responsive and strive to provide constructive feedback.

[GRI102-43, GRI102-44]