From drivers to engineers, call agents to depot managers, ComfortDelGro is a diverse mix of entrepreneurs, ex-civil servants, engineers, journalists and even professional athletes. This turns out a hotbed of ideas that makes ComfortDelGro the force that it is today – and is the reason why it continues to grow from strength to strength.



"The civil service and the private sector operate so differently." In the civil service, our decisions have long-term and macro implications on many people so we have to carefully plan each and every step we take. In the private sector, things move so much faster because we are constantly having to respond to changes in the market and the operating environment. Yet our actions have direct and immediate impact on our stakeholders and if we are not careful, it is not just the services to our customers, returns to our Shareholders and job security of our staff that are at stake, but also the survival of the Company. I now understand how much more it takes to deal with the raw challenges of market forces."



#### **ENG SOK YONG**

#### Group Business Development Officer, ComfortDelGro

Sok Yong was in Singapore's civil service for more than 14 years, handling



"Uprooting myself from Singapore to work in a foreign land was scary yet exciting at the same time. To me, the greatest worry was the language barrier. After all, I did not speak a word of Vietnamese. As it turns out, effective communication isn't just dependent on the ability to speak the same tongue. It is about passion and the willingness to learn. I am very fortunate to have staff who are receptive to change and ever ready to take on new challenges. They have made my stay in Vietnam very rewarding - language barrier notwithstanding."

# General Director, ComfortDelGro Savico Taxi

Prior to taking up his position as General Director of ComfortDelGro Savico Taxi in Ho surprising that Alan was somewhat apprehensive about taking up the overseas posting



"It was quite a switch for me from handling operations in our car rental and leasing business to security and property management in 2005. In the car rental business, I dealt mainly with customer service issues whereas now, I deal with different groups of 'customers' from staff to visitors and even contractors. I love the fact that I have been exposed to a whole new field of expertise, including security services and building management. I appreciate the strong leadership the Group provides and the colleagues I work with closely."

### **RAHMAT BIN HASHIM**

Assistant Vice President, Security & Conservancy, Group Properties, ComfortDelGro

Rahmat joined ComfortDelGro Rent-A-Car in 1991 where he worked as operations manager. He later transferred to the Group Properties department in 2005. Even after more than two decades of service with the Group, Rahmat remains passionate and enthusiastic about his job.



"Having been CEO in two government agencies before, I was keen to test my management capability in the private sector. The decision to join ComfortDelGro Cabcharge (CDC) was strongly influenced by my regard for the Group's values and the commitment of the Shareholders. My public and private sector roles have proven to be very different. My government roles had broad policy and regulator responsibilities whilst my role at CDC has a much narrower focus on the success of a particular business. Having said that, the leadership responsibility around developing a strong culture based on ethical behaviour and support for people is common to nearly all business environments."

## JIM GLASSON

Chief Executive Officer (CEO), ComfortDelGro Cabcharge

Jim spent 18 years in the private sector before going into public service and heading up two public sector agencies in Australia. He was appointed CEO of ComfortDelGro Cabcharge in 2009.



"SETSCO has grown so much through the years and it has been a privilege for me to see how far it has come. As a company, we are constantly evolving as we seek out new ideas and business solutions for our clients. But it is not just growth in the business that I find satisfaction in. I am equally proud of the camaraderie displayed among staff and the tenacity which we have displayed across all levels of our Organisation. It provides me the motivation to continue serving my Company so as to see it soar to even greater heights."

# YUSOOF AYNUDDIN Vice President, Mechanical Technology Division, SETSCO

Yusoof joined SETSCO in 1988 and is now responsible for the overall management of the Mechanical Technology Division. This is Yusoof's first job, and he has, over two decades, picked up an array of skills, including process re-engineering, critical thinking, strategic planning, project as well as business management.

"I was looking to change my work environment when this opportunity to join one of ComfortDelGro's subsidiaries came along. I reckoned I would have lots of learning opportunities in a company that is as well-established as SBS Transit and it would be where I could carve a career for myself. And I am thankful that in the years with SBS Transit, I have acquired both tangible and intangible skills – skills that do not just prepare me for work but for life. I am proud to be a part of such a company."

## STEVEN LING Manager, Garaging, SBS Transit

Steven was with the health industry before he joined SBS Transit in 2004 as an operations officer, and has today become a manager with Garaging at SBS Transit's West District.

