

SUSTAINABILITY





SUSTAIN

ABILITY –

MORE THAN JUST A BUZZWORD

E.S.G. – THREE LETTERS THAT MEANT VERY LITTLE A MERE TWO DECADES AGO. THESE DAYS, THEY'RE THE BIGGEST BUZZWORD IN THE CORPORATE WORLD, AS ORGANISATIONS, LARGE AND SMALL, RUSH TO JUMPSTART AND SPEED UP THEIR SUSTAINABILITY EFFORTS TO CATCH UP WITH COMPETITORS, MEET THEIR STAKEHOLDERS' EXPECTATIONS, OR SIMPLY FULFIL THEIR PURPOSE.

SUSTAINABILITY

But sustainability is beyond just a narrative. For us at ComfortDelGro, it has become a way of life, and is at the core of everything we do. As a global mobility service provider, ComfortDelGro recognises that we play a key role in the transition to a climate-friendly future and achieving the sustainable development agenda.

Our commitment to sustainability began 14 years ago with the introduction of the Group's Green Statement, where we made a pledge towards minimising any harmful impacts on the environment. In the ensuing decade or so, our commitment broadened to include both social and governance aspects of sustainability.

In 2015, the Group issued its first standalone Sustainability Report. Three years later, a new department specially dedicated to sustainability was set up, helmed by a Group Chief Sustainability Officer who reported directly to the Managing Director/Group Chief Executive Officer. In 2021, a Board Sustainability Committee was formed to ensure greater governance and oversight on the organisation's growing sustainability agenda.

Our sustainability approach focusses on enabling an energy efficient transport system that accelerates the

adaptation and mitigation of climate change, whilst enhancing the safety and well-being of our people and the larger community. Even as we strive to do better for the environments we operate in, we are also cognisant of the importance of growing our people and moving them up the sustainability ladder through education and innovation.

E: THE ENVIRONMENT

The most significant way we can reduce our impact on the environment is through the evolution of our vehicles. This is why we have been investing in a cleaner and greener fleet through the years. From diesel-powered taxis and buses, we have moved to hybrids, compressed natural gas-powered and now electric vehicles (EVs).

Today, hybrids or EVs account for more than 65% of our global taxi fleet. We are currently the largest Singapore private bus operator of an electrified bus fleet, and have rolled out fully electric bus shuttle services to the local Singapore university campuses at the National University of Singapore (NUS) and Nanyang Technological University (NTU). In China, EVs will make up half of our fleet of over 8,000 taxis by the end of 2023.





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SUSTAINABILITY



**WE DONATE
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We work closely with the Government to transition our public transport fleet of buses. In support of Singapore's Green Plan to have vehicles run on cleaner sources of energy by 2030, we currently operate 30 fully electric buses in Singapore. In the United Kingdom, 55% of our bus fleet are hybrids and EVs, with 20 hydrogen fuel cell buses that have commenced operations in 2021.

In Australia, we operate the eco-friendliest bus fleet, with a total of 50 hybrid buses. Significantly, we are also involved in a hydrogen-powered fuel cell electric bus trial in Geelong. Called the Geelong New Energies Service Station project, this multi-million dollar hydrogen mobility development led by Viva Energy promises to be Australia's most ambitious green hydrogen mobility project. ComfortDelGro's two fuel cell electric (FCEV) buses are scheduled to service customers from late-2023 and provide customers with a smoother, quieter ride compared to their diesel-engine counterparts.

In Singapore, our Mass Rapid Transit and Light Rail Transit (LRT) systems are powered fully by electricity. Similarly, our trains on Auckland Rail are powered by electricity. We have also invested in solar panels at our various offices and depots.



Coupled with the growing expectation to shift away from fossil fuel-based energy sources, ComfortDelGro has forayed into green ventures such as installation and operation of rooftop solar panels and installation of EV charging infrastructure points in Singapore.

S: SOCIAL

At ComfortDelGro, we recognise that our people are our greatest asset, and continue to run social initiatives to improve the welfare of our employees, our customers, and our community. Today, 100% of our public buses and trains are wheelchair accessible.

We donate decommissioned buses and taxis to hospitals for rehabilitation use and to special needs schools for students to familiarise themselves with boarding and alighting activities. We also operate over 300 non-emergency medical transport vehicles across Singapore and Australia, and we expect this segment to grow with our ageing population.

We have formed partnerships with educational establishments to develop technical competencies in sustainability mobility technology, and provide internship placements for students across our business operations. We also provide technician training to

upskill technicians on the safe handling of high-voltage automotive hybrids and EVs.

To ensure that our drivers are safe on the roads, we have installed smart cameras to detect and monitor road conditions and provide audio-visual warnings. We are also using Driver Development Tools to monitor driver behaviour to enhance safety, improve ride comfort, and reduce fuel consumption.

Our efforts have not gone unnoticed. SBS Transit was honoured with the "Best Companies to Work for In Asia" Award 2022 (Singapore Edition) from HR Asia in recognition of our efforts in establishing a workplace where our people feel recognised, respected and cared for. Similarly, ComfortDelGro Corporation Australia received a Highly Commended Award in the Best Communication of a Safety Message category at the NSCA Foundation/GIO Workers Compensation National Safety Awards of Excellence in 2021. That award recognises organisations which have effectively and innovatively communicated a Workplace Health and Safety message to their workforce, demonstrating that their communication methods have led to a sustainable improvement in workplace behaviour, performance and all processes.



SUSTAINABILITY

OUR ETHICS AND INTEGRITY POLICIES ARE ALSO EXTENDED TO OUR SUPPLIERS AND PARTNERS. PROVIDING SUPPORT FOR OUR SUPPLY CHAIN IN A RESPONSIBLE AND SUSTAINABLE MANNER WILL HELP THE ENTIRE ECOSYSTEM CONTINUE TO GROW AND THRIVE, IN TURN BENEFITTING OUR SUPPLIER PARTNERS, US, AND OUR END CONSUMERS.



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G: GOVERNANCE

Strong corporate governance is fundamental to our existence as a responsible corporate entity. Regardless of where we operate, we are always cognisant of local laws and regulations, making sure we uphold not just the letter of the law but the spirit as well.

The Audit and Risk Committee ensures that risk management measures and internal controls are adequate and effective. ComfortDelGro endeavours to avoid bribery, extortion, or any other forms of corruption in its business practices. All employees have to go through mandatory annual declarations to comply with the Company's Code of Business Conduct. Our employees are trained on corruption risks, and we have a whistle blowing line reporting to the Audit and Risk Committee and the Group Chief Internal Audit Officer.

Our ethics and integrity policies are also extended to our suppliers and partners. Providing support for our supply chain in a responsible and sustainable manner will help the entire ecosystem continue to grow and thrive, in turn benefitting our supplier partners, us, and our end consumers. We understand that the timely availability of cash is crucial for our suppliers' daily business operations. Thus, in order to build up trust and stronger relationships with our suppliers, ComfortDelGro has partnered C2FO, a global leader in working capital solutions, to launch our Early Payment Programme. The Programme enables suppliers to receive early payment on their approved invoices, with a user-friendly platform that can be accessed at any time and at the user's discretion.

With the rise in scams, malware attacks, data and cyber breaches, we continue to invest in safeguards to strengthen our data protection processes, and cybersecurity defences are swiftly adopted and upgraded for the interests of our customers, employees, and partners. We also conduct mandatory cybersecurity awareness trainings for all staff.

SUSTAINABILITY

Our commitment to upholding good governance and strong oversight has garnered several awards over the years. At the Securities Investors Association (Singapore) Investor's Choice Awards, which recognises companies with good corporate governance and sustainability practices which promote shareholder interests, transparency in disclosure of information, facilitate shareholders' rights and equitable treatment for investors, as well as engagement with shareholders in a frequent and timely way. Throughout the years, the Group had the following achievements:

COMFORTDELGRO

2022 RUNNER-UP FOR THE SINGAPORE CORPORATE GOVERNANCE AWARD (BIG-CAP)

2022 RUNNER-UP FOR THE MOST TRANSPARENCY COMPANY AWARD (INDUSTRIALS)

SBS TRANSIT

2021 AND 2022 WINNER OF THE SHAREHOLDER COMMUNICATIONS EXCELLENCE AWARD (MID-CAP)

2021 AND 2022 RUNNER-UP FOR THE MOST TRANSPARENT COMPANY AWARD (INDUSTRIALS)

2019 RUNNER-UP FOR THE MOST TRANSPARENT COMPANY AWARD (CONSUMER DISCRETIONARY)

VICOM

2019, 2021 AND 2022 RUNNER-UP FOR THE SHAREHOLDER COMMUNICATIONS EXCELLENCE AWARD (MID-CAP)

2019 AND 2018 WINNER OF THE SINGAPORE CORPORATE GOVERNANCE AWARD (MID-CAP)

2019 RUNNER-UP FOR THE MOST TRANSPARENT COMPANY AWARD (CONSUMER DISCRETIONARY)

2018 RUNNER-UP FOR THE MOST TRANSPARENT COMPANY AWARD (SERVICES)



LEADING BY EXAMPLE

In 2022, ComfortDelGro became the first land transport operator in Southeast Asia with carbon emission reduction targets approved by the Science Based Targets initiative (SBTi). The SBTi was established to aid companies in setting their emission reduction targets in line with the objective of limiting a global temperature rise above pre-industrial levels to 1.5°C. Based on the SBTi targets, ComfortDelGro plans to achieve a 54.6% reduction in absolute Scope 1 and Scope 2 greenhouse gas (GHG) emissions from its operations, and a 61.2% reduction in absolute Scope 3 GHG emissions from fuel and energy-related activities by 2032, from a baseline year of 2019.

We are also included in the Dow Jones Sustainability Index Asia Pacific (DJSI Asia Pacific) for four years in a row since 2019. We are the only Singaporean transport company and one out of six Singaporean companies to be included in the regional index.

We are ranked first in the 2022 World Benchmarking Alliance (WBA) CDP Climate and Energy Benchmarks for Transportation. The WBA formed a strategic partnership with the CDP to rank the 90 most influential companies across the world in accordance with their low-carbon transition and social transformation.