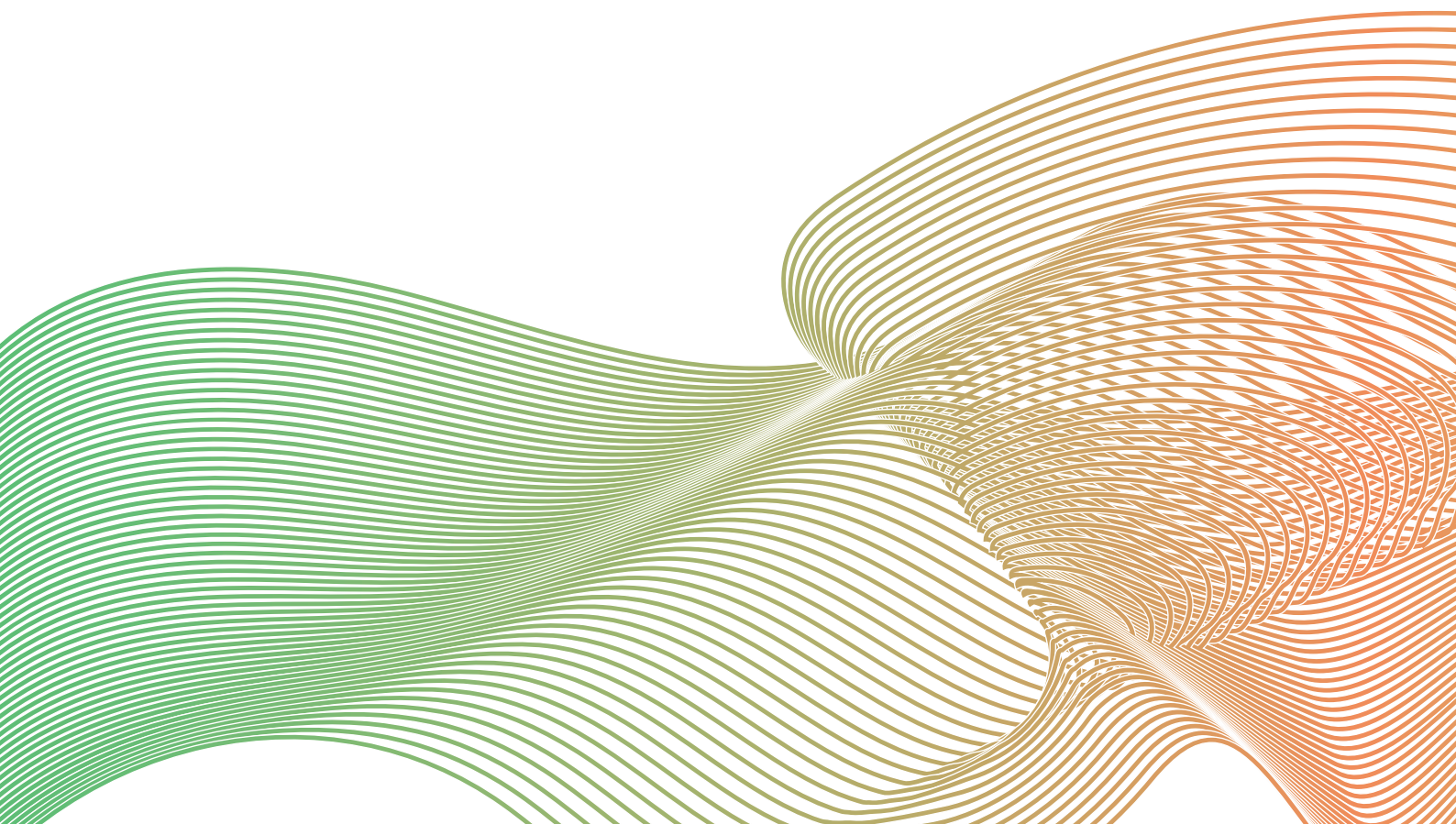


# SUSTAINABLE MOBILITY

## SHAPING MOBILITY FUTURE

SUSTAINABILITY  
REPORT 2023



# ABOUT THIS REPORT

ComfortDelGro Group is delighted to present our 2023 Sustainability Report which details our journey and performance across the Environmental, Social and Governance (ESG) domains. The report encompasses our sustainability ambitions across all our global operations and serves as a platform to share our commitments, measures and initiatives with our valued stakeholders.

As a global mobility service provider with operations across the world, we play a key role in steering the transition towards a low-carbon economy. We support governments and cities in enabling inclusive, smart and climate-friendly transport systems and drive positive ESG impact for all our stakeholders.

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# ABOUT THIS REPORT

This report has been prepared in accordance with the Global Reporting Initiative (GRI) Sustainability Reporting Standards 2021. The GRI Content Index can be found in the Appendix of this Sustainability Report.

We are committed to the 10 principles of the United Nations Global Compact (UNGC) and have adopted the road transportation standard of the Sustainability Accounting Standards Board (SASB). Our Sustainability Report satisfies all environmental reporting standards set forth by the Singapore Stock Exchange (SGX), including but not restricted to SGX Listing Rules 711 (A) and (B).

In addition, this report takes a leading stance by providing disclosures that reference the S1 and S2 disclosure standards published by the International Sustainability Standards Board (ISSB). We aim to provide year-on-year comparisons where possible, while ensuring that our data has undergone internal assurance procedures for verifiability. As a part of the ISSB reporting initiation, we also incorporated the recommendations set out by the Task Force on Climate-Related Financial Disclosures (TCFD).

The incorporation of these international sustainability standards in our report enables us to holistically track and report on our strategies, initiatives and key performance indicators whilst ensuring that we remain relevant to the industry and geographies in which

we operate. Furthermore, they serve to guide us as we set our targets and goals for our material topics and aid the continuity of our sustainability reporting journey. The selection of the multiple reporting frameworks discussed above supports our organisation in understanding and disclosing our impacts in a way that meets the needs of our wide range of stakeholders.

## ASSURANCE

ComfortDelGro Group Internal Audit has performed an internal review on the compliance of the data disclosed in this report with the relevant policies, processes and internal controls. The audit recommendations from the internal review were taken into consideration during the development of the Sustainability Report.

ComfortDelGro Group did not seek external assurance within this reporting cycle and intend to do so in the future.

## FEEDBACK

We believe in continuous development and improvement, and we welcome feedback on our Sustainability Report. For feedback and clarification, please reach out to us at [groupsustainability@comfortdelgro.com](mailto:groupsustainability@comfortdelgro.com).

## RESTATEMENT OF INFORMATION

We have included restatements of information in this report, where applicable, to ensure consistency and comparability of information between reporting periods. Details of these restatements can be found in the relevant sections of the report.

Restatements of information are primarily due to improved data collection and calculation methodologies, as well as the refinement of data collection parameters.

## REPORTING SCOPE AND PERIOD

This report outlines ComfortDelGro Group's sustainability performance and relevant ESG considerations for the financial year commencing 1st January 2023 and ending 31st December 2023. We included all the countries where we operate — Singapore, the United Kingdom (UK), Australia, Ireland, China, New Zealand and Malaysia as part of this 2023 report. The sustainability reporting coverage aligns with our financial reporting coverage. More details on our financial reporting coverage can be found in the ComfortDelGro Annual Report 2023.

This Sustainability Report supplements ComfortDelGro's Annual Report 2023, which can be found on our corporate website ([www.comfortdelgro.com](http://www.comfortdelgro.com)). To reduce our environmental impact, we have published this report digitally and it is made available on our website. Our listed subsidiaries, SBS Transit Ltd and VICOM Ltd, publish independent Sustainability Reports, which can be found on their respective corporate websites ([www.sbstransit.com.sg](http://www.sbstransit.com.sg) and [www.vicom.com.sg](http://www.vicom.com.sg)).

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# MESSAGE FROM CHAIRMAN AND MD/GROUP CEO



2023 has been a year marked by numerous global events ranging from geopolitical conflicts to the global stocktake of the world's efforts to address climate change at COP 28. As governments and corporations take steps to address the climate emergency, ComfortDelGro remains committed to our sustainability ambitions and goals. Over the past year, we have embraced a holistic approach to enhance our corporate responsibility and environmental stewardship, driving positive social impact with ethical governance within our organisation and beyond.

# MESSAGE FROM CHAIRMAN AND MD/GROUP CEO



**As a global mobility player, we recognise the impact of our businesses on the communities we serve, and seek to contribute positively through community-wide safety initiatives, human capital policies, and philanthropic contributions.**



## **ENABLING A CLIMATE-FRIENDLY AND SUSTAINABLE TRANSPORT SYSTEM**

As a global mobility leader, we recognise that we play a significant role in leading the transition to a climate-friendly transport system. To achieve this, we have been focused on growing our fleet of cleaner energy vehicles, optimising operations to reduce resource consumption, and working with like-minded partners to expand sustainable mobility solutions. We are on track to halve our Scope 1 and Scope 2 greenhouse gases emissions by 2032 from the baseline year 2019 as we make progress on our fleet transition. Today, hybrids and electric vehicles account for more than 48% of our global fleet as we aim to transit 90% of our car fleet and 50% of our bus fleet to cleaner energy vehicles by 2030.

During the year, we entered into strategic partnership agreements to expand our sustainable mobility solutions and services in Singapore, Malaysia and China. We inked an agreement to deliver 240 charging points, with a total capacity of 21,600kW, to cater to the needs of municipal buses and cars to support the decarbonisation goal of Guangzhou, China. With our partner Yinson Greentech, we launched a programme to establish the largest combined EV charging network across Singapore and Malaysia by 2030.

In a similar vein, we invested in Shift4Good, a global independent venture capital impact fund dedicated to sustainable mobility. By supporting emerging ventures

in sustainable transportation, we hope to accelerate the innovation and adoption of eco-friendly mobility solutions to create long-lasting positive impact for society.

The support we provide to emerging ventures also contribute to our bid to tackle waste issues. In 2023, we participated in a US\$3.7 million seed funding round for NEU Battery Materials, a Singapore-based lithium-ion battery recycling startup seeking to mitigate the environmental impact of battery waste. In doing so, we hope to contribute to the development of a circular economy and reinforce our role as a catalyst for sustainable transition.

## **SAFEGUARDING THE WELL-BEING, HEALTH AND SAFETY OF OUR PEOPLE, PATRONS AND COMMUNITIES**

The wellbeing and safety of our employees, customers, and the wider communities around us remains a top priority for ComfortDelGro. As a global mobility player, we recognise the impact of our businesses on the communities we serve, and seek to contribute positively through community-wide safety initiatives, human capital policies, and philanthropic contributions.

This year, our team in Australia donated buses to Fire Rescue Victoria (FRV) to bolster their lifesaving training efforts. Similarly, we played a pivotal role in the Singapore Civil Defence Force's emergency response training at SBS Transit MRT stations facilitating emergency preparedness exercises

# MESSAGE FROM CHAIRMAN AND MD/GROUP CEO

in Singapore. By enhancing the efficiency and effectiveness of emergency response teams, we strive to enforce and safeguard the highest standards of public safety.

With people at the very heart of our business, we strive to foster an inclusive culture within our workforce. We maintain an active dialogue with our employees, sharing our business goals and understanding their career concerns and aspirations. At the same time, we are committed to enhancing our people's skills and well-being through development programmes and engagement initiatives. We believe that our efforts uphold the spirit of Tripartism and will continue to maintain positive relationships with trade unions and their representatives.

In 2023, we have also deepened our engagement with, and made significant contributions to, the communities in which we operate. We contributed S\$1.5 million of cash donations and services and products with market value close to S\$3 million as donations-in-kind to build an inclusive and resilient society, with a focus on education, community inclusiveness, and accessibility. Our employees across the globe also contributed over 9,600 hours of volunteering work.

## **GROWING OUR BUSINESS WITH STRONG GOVERNANCE, ETHICAL INTEGRITY AND INNOVATION**

Achieving business success and creating positive change requires strong corporate governance guided by ethical principles, as well as an innovative mindset. Recognising this, ComfortDelGro undertook initiatives and projects that helped improve our efficiency and growth whilst staying true to our ethical business principles.

We continue to uphold a stringent zero-tolerance policy for unethical practices such as corruption, bribery, and unlawful actions amongst others. During the year, we also rolled out our Global Supplier Code of Conduct. This code highlights our commitment to ethical sourcing practices, enforcing responsible and sustainable conduct throughout our supply chain. By setting high standards for ourselves and our suppliers, we ensure that our commitment to social and environmental responsibility flows down the value chain, influencing others to do the same.

As a mobility provider at the forefront of safe, efficient and convenient mobility solutions, we constantly innovate to improve our operations. In Singapore, our subsidiary SBS Transit debuted an autonomous robot dog powered by artificial intelligence. The robot dog plays a pivotal role in train inspections by reducing inspection time by 50%, while significantly enhancing quality. We will continue to tap into the advancement of technology to optimise the delivery of our services.

## **GOING FORWARD**

In a dynamic landscape, incorporating environmental, social and governance (ESG) considerations across our operations has never been more crucial. We stand firm in our commitment to the integration of sustainability focused strategies, policies, and initiatives across our operations, and strive to create long-term positive impact for all stakeholders and the environment around us.

We are honoured by the recognition of our efforts with various accolades received during the year. We maintained our AA grade in Morgan Stanley Capital International ESG rating, reaffirming our commitment to ESG principles. This

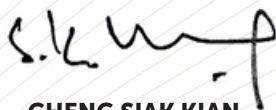
# MESSAGE FROM CHAIRMAN AND MD/GROUP CEO

recognition reflects our proactive efforts in aligning our business strategies with sustainable practices that create a positive long-term outcome for all stakeholders. We have further been included in the iEdge-OCBC Singapore Low Carbon Select 50 Capped Index for our commitment to low-carbon initiatives and our role as a responsible player in the transport sector. Furthermore, 2023 marked our fifth consecutive year of inclusion in the Dow Jones Sustainability Asia/Pacific Index, and we were once again included in the S&P Global Sustainability Yearbook 2024 for the second year, showcasing our steadfast commitment to ESG excellence.

We would like to express our heartfelt gratitude to our employees, stakeholders and the communities in which we operate. While the achievements outlined in this report signify our unwavering commitment to sustainability, your continued support propels us forward. We look ahead with optimism and endeavour to persist in our efforts to shape a future characterised by long-term positive impact.



**MARK CHRISTOPHER GREAVES**  
CHAIRMAN



**CHENG SIAK KIAN**  
MANAGING DIRECTOR/  
GROUP CHIEF EXECUTIVE OFFICER

# 2023 IN REVIEW

## OUR SUSTAINABILITY JOURNEY

2008



**Published first Green Statement**

2010



**SBS Transit embarks on first hybrid bus trials**

2015



**Published first standalone Sustainability Report**

As a leading multi-modal transport operator, we remain resolute in our commitment to environmental stewardship. We strive to forge pathways to a greener and more resilient future as a first-mover for sustainability initiatives in the sector. We are taking systematic and progressive steps using SBTi (Science Based Targets initiative) approved targets to chart our journey towards driving positive environmental.

2023



**ComfortDelGro teams up with Guangzhou Public Transport Group for EV charging joint venture**



**Metroline becomes UK's biggest operator of hybrid buses**



**ComfortDelGro Bus launches electric shuttle buses in local universities**



# 2023 IN REVIEW

## 2016



**ComfortDelGro Taxi rolls out its first hybrid taxis on the road**



**Metroline was the first bus operator in London to trial electric double decker buses**

## 2018



**ComfortDelGro Engineering launches its first EV fast charging station; ComfortDelGro Taxi starts EV taxis trials**

## 2020



**SBS Transit trials 20 fully electric buses**

As of 2023, close to 72% of our global taxi fleet has transitioned to cleaner energy, totalling 13,000 electric and hybrid vehicles. 13% of our global bus and coach fleet operates using cleaner energy, with trials underway for electric and hydrogen buses. Up to 800 electric vehicle charging points have been installed across Singapore, with an additional 4,200 in the pipeline.

## 2022



**ComfortDelGro ENGIE Solar is formed to venture into solar solutions**



**CDC becomes Australia's largest eco-friendly hybrid bus fleet operator**

## 2021



**ComfortDelGro ENGIE is formed to venture into EV Charging**

## GHG EMISSIONS (tCO<sub>2</sub>e)<sup>1</sup>

### Scope 1

2023: 835,668  
2022: 835,048  
2021: 834,891

### Scope 2

2023: 231,833  
2022: 209,059  
2021: 194,556

### Scope 3

2023: 603,017  
2022: 496,826  
2021: 550,095

### Scope 1+2+3

2023: 1,670,518  
2022: 1,540,933  
2021: 1,579,542



## GREENHOUSE GAS EMISSIONS INTENSITY (Scope 1 + 2) (tCO<sub>2</sub>e/\$mil revenue)

2023: 275  
2022: 276  
2021: 294



## ELECTRICITY CONSUMPTION (kWh)<sup>1</sup>

### Electricity purchased

2023: 526,544,774  
2022: 484,843,656  
2021: 471,914,982

### Renewable electricity generated

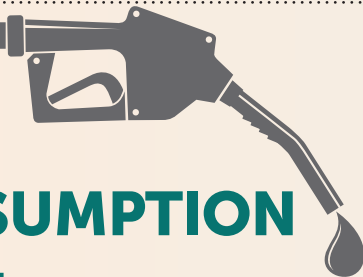
2023: 5,621,240  
2022: 4,664,660  
2021: 2,393,358

## WATER CONSUMPTION (megalitres)<sup>1</sup>



2023: 1,474  
2022: 1,554  
2021: 2,083

## FUEL CONSUMPTION (litres)<sup>1</sup>



### Bio-blend diesel

2023: 30,597,620  
2022: 32,297,101  
2021: 34,016,891

### Diesel

2023: 213,352,795  
2022: 206,736,766  
2021: 217,276,303

### Petrol

2023: 41,611,225  
2022: 41,225,094  
2021: 38,830,319

<sup>1</sup> With an improvement in our data collection methodologies, our absolute data and their corresponding intensities have been recalculated, leading to a restatement of data. More details on the restatements can be found in the respective sections throughout the report.

# 2023 IN REVIEW



## WASTE (tonnes)<sup>1</sup>

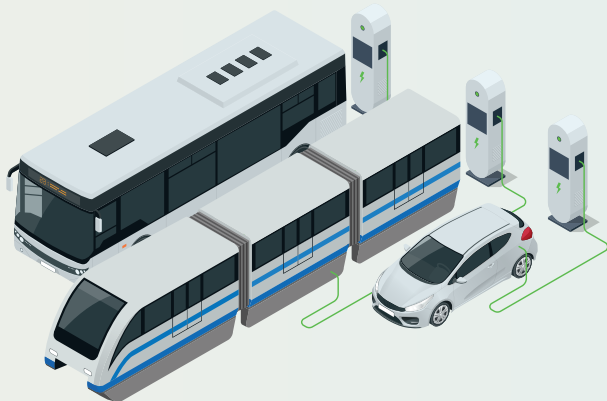
### Waste generated

2023: 16,848  
 2022: 11,283  
 2021: 8,315

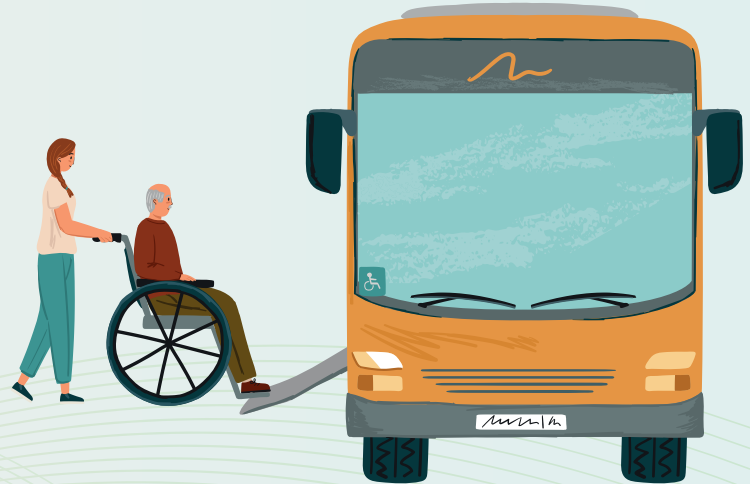
### Waste diverted from disposal

2023: 8,341  
 2022: 7,128  
 2021: 6,850

## % CLEANER ENERGY VEHICLES (all vehicles types)



Singapore: 48%  
 UK and Ireland: 24%  
 Australia: 22%  
 China: 67%



## Accessibility of Our Operations

Wheelchair Accessibility of Public Bus and Rail Operations (%)

	2021	2022	2023
Singapore	100%	100%	100%
UK & Ireland	100%	100%	100%
Australia	100%	100%	100%
New Zealand <sup>2</sup>	-	-	100%

Wheelchair Accessibility of All Buses (Public buses, coaches, and private hire buses) (%)

	2021	2022	2023
Singapore	98%	100%	95%
UK & Ireland	82%	98%	96%
Australia	64%	64%	65%

<sup>2</sup> Data for our New Zealand operations, Auckland One Rail, was not available prior to 2023 as it only commenced operations in 2022.

## DIVERSITY METRICS (%)



	2021	2022	2023
Female employees	14%	15%	15%
Employees aged above 50 years old	41%	43%	46%



## NATIONALITIES (%)

	2021	2022	2023
Singaporean	31.0%	31.0%	29.8%
Malaysian	19.0%	19.0%	20.3%
British	16.0%	15.0%	22.0%
Australian	14.0%	14.0%	15.7%
Chinese	6.0%	6.0%	6.8%
New Zealander <sup>2</sup>	-	2.0%	2.6%
Irish	-	0.3%	0.1%
Others	14.0%	12.7%	2.7%

<sup>3</sup> Excludes donations-in-kind.



## AVERAGE TRAINING HOURS PER EMPLOYEE

2023: 52.8 hours  
 2022: 22.1 hours  
 2021: 20.2 hours



## DONATIONS

2023: S\$1.51 million<sup>3</sup>  
 2022: S\$1.28 million<sup>3</sup>  
 2021: S\$2.07 million



## WORKFORCE BY COUNTRY SIZE

	2021	2022	2023
Singapore	56%	53%	57%
UK & Ireland	24%	21%	22%
Australia	17%	21%	16%
China	3%	2%	2%
New Zealand <sup>2</sup>	-	3%	3%

# FY2023 FINANCIAL PERFORMANCE AT A GLANCE



**Total operating fleet worldwide**  
**33,300**  
vehicles



**Profit attributable to shareholders**  
**S\$180.5**  
million



**Revenue**  
**S\$3.88**  
billion



**EBITDA**  
**S\$629.9**  
million



**Operating profit**  
**S\$272.1**  
million



**Earnings per ordinary share**  
**8.33**  
cents

More details on our financial performance can be found in ComfortDelGro Annual Report 2023.

# ACCOLADES AND AWARDS



**ComfortDelGro  
Group**



## **Dow Jones Sustainability Asia/Pacific Index (DJSI Asia Pacific Index)**

- Included in the DJSI Asia Pacific for a fifth year in 2023
- One of the five Singapore companies, and the only transport company to be included

## **S&P Global Sustainability Yearbook**

- Included in the S&P Global Sustainability Yearbook 2024

## **Morningstar Sustainalytics ESG Risk Rating**

- Received a low risk rating of 15.2
- Included in ESG Top-Rated Company List 2024

## **CDP Climate Change Questionnaire**

- Received a B grade for 2023

## **iEdge-OCBC Low Carbon Select 50 Capped Index**

- Included in the iEdge-OCBC Low Carbon Select 50 Capped Index

## **Morgan Stanley Capital International (MSCI) ESG Rating**

- Received an AA rating in 2023

## **FTSE4Good Indices**

- Included in the FTSE4Good Indices

## **World Benchmarking Alliance (WBA) Climate and Energy Benchmark in Transport**

- Ranked first in the global World Benchmarking Alliance (WBA) Climate and Energy Benchmark in Transport 2022, in partnership with CDP.

## **Securities Investors Associations (Singapore) (SIAS) Investors' Choice Awards 2023**

- Singapore Corporate Governance Award, Diversity Category (Big-Cap)
- Shareholder Communications Excellence Award (Big-Cap)

# ACCOLADES AND AWARDS



## **SBS Transit**

### **Securities Investors Associations (Singapore) (SIAS) Investors' Choice Awards 2023**

- Singapore Corporate Governance Award (Mid-Cap)
- Singapore Corporate Sustainability Award (Mid-Cap)
- Shareholder Communications Excellence Award (Mid-Cap)
- Most Transparent Company Award (Industrials)

### **Singapore Corporate Awards 2023**

- SBS Transit was awarded Gold for the Best Annual Report Award (Mid-Cap)

### **Public Transport Safety and Security Awards**

- Operational and Workplace Safety (Bus Operator) Excellence Award 2023 for Jurong West Package
- Operational and Workplace Safety (Bus Operator) Merit Award 2023 for Sengkang-Hougang Package
- Operational and Workplace Safety (Rail Operator) Merit Award 2023 for North East Line

### **bizSAFE Awards 2023: Partner Award**

### **Singapore Road Safety Awards 2023: Safe Driver (Merit) Award, Public Bus Fleet Category**

### **SkillsFuture Employer Awards 2023: Silver Award**

- In recognition of SBS Transit's multifaceted strategy to cultivate a culture of continuous learning and peer mentoring

### **National Workplace Learning Certification Award 2023: Workplace Learning Organisation of Excellence (Platinum)**

### **Singapore Human Resource Institute Awards 2023: Learning & Development with Coaching & Mentoring (Silver Standard)**

### **HR Asia: Best Companies to Work for in Asia (Singapore Edition) Award and Digital Transformation Award 2023 (Singapore Edition)**

### **HR Excellence Awards 2023: Bronze Award for Excellence in Workplace Wellbeing**

# ACCOLADES AND AWARDS



## **VICOM**

### **Securities Investors Associations (Singapore) (SIAS) Investors' Choice Awards 2023**

- Won the Shareholder Communications Excellence Award (Mid-Cap)

### **Singapore Corporate Awards 2023**

- Awarded Gold for the Best Risk Management Award (Mid-Cap)
- Awarded Silver for the Best Annual Report Award (Mid-Cap)

### **Friends of Community Care Awards 2023 (Corporate Category)**

#### **ComfortDelGro Bus**

##### **Singapore Road Safety Awards**

- Awarded Merit Award in the non-public bus fleet category in 2023

#### **ComfortDelGro Taxi**

##### **Public Transport Safety and Security Awards**

- Awarded the Operational Safety (Point-to-Point) Excellence Award 2023

#### **Moove Media**

##### **Singapore Business Review National Business Awards 2023 (Advertising Award)**

- In recognition of Moove Media's digital wall "Moove The Great Wall", which was lauded as a game changer in Singapore's advertising industry.

#### **ComfortDelGro Irish Citylink Limited**

##### **World Passenger Awards 2023:**

- Presented with the Best Bus Award and Best Operator Award for service excellence and having the highest passenger positivity across inter-city, urban and rural networks.

#### **Scottish Citylink Coaches Limited**

##### **UK Bus Awards 2023:**

- Presented with the Top Express Service (Gold) Award for its popular AIR service, which runs between Glasgow and Edinburgh Airport.



# MEMBERSHIP OF ASSOCIATIONS

ComfortDelGro Corporation is affiliated with the following memberships:



- International Association of Public Transport (UITP)
- United Nations Global Compact
- National Transport Workers' Union
- National Taxi Association
- Singapore National Employers Federation
- Singapore Business Federation
- Intelligent Transportation Society Singapore
- Asian Railway Operators Association

## LIST OF ESG-RELATED CERTIFICATIONS

- **ISO 9001**  
Quality Management Systems
- **ISO 55001**  
Asset Management System
- **ISO 50001**  
Energy Management Systems
- **ISO 45001**  
Occupational Health and Safety System Certifications
- **ISO 37001**  
Anti-Bribery Management Systems (ABMS)
- **ISO 27001**  
Information Security Management Systems (ISMS)
- **ISO 22301**  
Business Continuity Management System
- **ISO 14001**  
Environmental Management
- **Eco-Office Certification**
- **BizSafe Star Certification**
- **Progressive Wage (PW) Mark accreditation**

# OUR APPROACH TO SUSTAINABILITY



# OUR APPROACH TO SUSTAINABILITY

## BOARD STATEMENT

ComfortDelGro is committed to creating long-term shared value for our stakeholders while driving positive impact for people, planet and society. ComfortDelGro's Board and Sustainability Committee (SC) provide the corporate governance oversight to integrate Environment, Social and Governance (ESG) considerations into the Group's business strategy and all material sustainability issues.

Sustainability is also embedded within ComfortDelGro's core values and mission. Our sustainability framework is aligned with the United Nations' Sustainable Development Goals (UN SDGs), and reflects the material topics that impact our business, our environment and society. Our sustainability framework consists of the following three key pillars:

- Enabling a climate-friendly and sustainable transport system;
- Safeguarding the well-being, health and safety of our people, patrons and communities;
- Growing our business with strong governance, ethical integrity and innovation

As an international mobility operator, it is crucial for us to deliver clean, low carbon transport solutions with the aim of reaching net zero emissions reduction targets by 2050 in line with Article 6 of the Paris Agreement. We have set clear decarbonisation targets for our greenhouse gas (GHG) emissions. In 2022, our emissions reduction target were officially approved by the Science Based Targets initiative (SBTi) and are consistent with reductions required to limit global warming to 1.5°C above pre-industrial levels, the most ambitious goal of the Paris Agreement.

We strive for transparency, accuracy, and continuous improvement in our sustainability reporting efforts. Through the Taskforce for Climate-related

Financial Disclosures (TCFD), the Board has considered climate-related risks and opportunities in our strategic decision making, and is committed to continually advancing in this area. We are progressing towards the climate reporting standards required by the Accounting and Corporate Regulatory Authority (ACRA) and Singapore Exchange Regulation (SGX RegCo). The TCFD framework is incorporated into our comprehensive sustainability report, taking preliminary reference to some of the S1 – 'General Requirements for Disclosure of Sustainability-related Financial Information' and S2 – 'Climate-related Disclosure' requirements of the International Financial Reporting Standards (IFRS) Sustainability Disclosure Standard. This approach allows us to adopt a forward-thinking stance in our reporting, reinforcing our commitment to stakeholders by prioritising trust and transparency.

To achieve our decarbonisation targets, we are continuing our efforts to electrify our fleets globally and investing in emerging mobility technologies and innovation. This includes building new partnerships, shifting towards renewable energy sources, enhancing the efficiency of our operations and responsibly managing our energy, fuel, water usage as well as our other limited resources. We are also committed to minimising our impact on the environment throughout our operations, and are cognisant of our potential nature and biodiversity impact.

Our people play a vital role in ComfortDelGro's success. All our company directors attended training on the new Code of Practice (COP) on Chief Executives and Board of Directors' Workplace Safety and Health (WSH) Duties. In addition, our senior management also completed the mandatory Top Executive WSH Programme. We ensure a safe and healthy environment for all our employees by protecting their

mental and physical well-being, prioritising health and safety, equal opportunities, diversity and inclusion, as well as training and upskilling for our employees. For our customers, we strive to deliver the highest service quality by providing accessible mobility solutions and making a positive impact to the communities that we operate in.

The Board provides key oversight in upholding strong corporate governance and ethical business practices throughout the organisation. We have established a clear and transparent whistleblowing process, and we adopt a zero-tolerance policy towards corruption, bribery, and unlawful actions. We have developed and implemented strong policies to ensure robust cybersecurity measures and the protection of personal data.

We have also implemented a clear code of conduct for employees and suppliers, which ensure that all activities in the Group's value chain are aligned with our sustainability and ethical business principles. We aim to capitalise on our sphere of influence to improve industry practices and drive positive change.

The Board plays a crucial role in the monitoring, oversight and management of the Group's business strategy, sustainability framework and ESG performance. Our Board members regularly update their skills and capabilities through relevant training programmes such as on sustainability issues, climate reporting fundamentals and sustainability-linked remuneration. Working closely with senior management, the Board ensures ComfortDelGro's alignment with relevant sustainability guidelines, regulations and standards. The Group has also integrated ESG factors into executive compensation to support long-term sustainability performance. Through our continued efforts to integrate our sustainability vision with our business strategy, we firmly believe that we will be able to create long-term value for society and the environment.

# OUR APPROACH TO SUSTAINABILITY

## MATERIALITY APPROACH AND PROCESS

In our last reporting cycle, ComfortDelGro conducted a revised materiality assessment in accordance with the GRI 2021 Standards to reprioritise key material topics relevant to the Group with an independent external consultant. This process enabled us to holistically identify the impacts of ComfortDelGro's business activities on the people, environment and economy surrounding us. The assessment also took into account emerging sustainability issues as well as industry and market needs in identifying material topics.

Alongside the GRI 2021-aligned materiality assessment, we undertook a stakeholder engagement exercise with our internal and external stakeholders that includes ComfortDelGro's key




management, employees, regulatory agencies, shareholders, unions and suppliers. The stakeholder engagement supported in the identification and validation of our materiality assessment by keeping abreast with the emerging sustainability issues and the evolving landscape. The material topics identified were validated by the SC.

The material topics that arose from this engagement remain relevant in our current reporting cycle, as our operational landscape has not undergone significant changes since the last reporting cycle. Furthermore, the assessment of material topics took into account upcoming trends and regulations, with the aim of establishing material topics that are aligned to regulatory requirements and are able to encapsulate the evolving landscape.

## VALIDATION OF MATERIAL TOPICS

The materiality assessment process included a validation process with our Board of Directors and the Board's Sustainability Committee. The results of the validation process aided in the prioritisation of the material ESG topics. Both our listed subsidiaries – SBS Transit and VICOM, underwent a similar process to identify and obtain their material ESG topics, and where material, their results were also taken into consideration at the Group.

Overall, our material topics have not changed since our assessment in 2021. However, the reassessment has resulted in a re-prioritised list of material topics as seen in the table below.

PILLAR	KEY MATERIAL TOPICS	MATERIAL SUB-TOPICS
<b>ENVIRONMENTAL</b> Enabling a climate-friendly and sustainable transport system 	Climate Change Adaptation & Mitigation	<ul style="list-style-type: none"> <li>Climate friendly and mobility</li> <li>Sustainable products and services</li> </ul>
	Emissions & Air Quality	N/A
	Energy & Fuels	N/A
	Resource Stewardship	<ul style="list-style-type: none"> <li>Water</li> <li>Waste</li> </ul>
<b>SOCIAL</b> Safeguarding the Wellbeing, Health and Safety of Our People, Patrons and Communities 	Health & Safety	<ul style="list-style-type: none"> <li>Workplace safety and health</li> <li>Public health and safety</li> </ul>
	Our People	<ul style="list-style-type: none"> <li>Human &amp; labour rights</li> <li>Diversity &amp; equal opportunity</li> <li>Employee wellbeing</li> <li>Training</li> </ul>
	Our Patrons and Communities	<ul style="list-style-type: none"> <li>Accessibility</li> <li>Service Quality</li> <li>Local impact &amp; CSR</li> </ul>
<b>GOVERNANCE AND ECONOMIC</b> Growing Our Business with Strong Governance, Ethical Integrity, and Innovation 	Ethical Business & Operational Integrity	N/A
	Cybersecurity, Data Privacy and Innovation	N/A
	Supply Chain Management	N/A

# OUR APPROACH TO SUSTAINABILITY




## OUR SUSTAINABILITY FRAMEWORK

Underpinning ComfortDelGro's Sustainability Framework are three core pillars:



Our Sustainability Framework steers our overall strategy in managing our material impacts and ESG focus. Our Framework outlines the focus areas in each of our three core pillars and maps the respective material topics as well as United Nations' Sustainability Development Goals (SDG), at the target level.



PILLAR	KEY FOCUS AREA	MATERIAL SUB-TOPICS	SDG TARGETS
<b>ACCELERATING TOWARDS CLIMATE CHANGE ADAPTATION AND MITIGATION</b>      	Climate Change Adaptation	<ul style="list-style-type: none"> <li>Climate friendly mobility</li> <li>Sustainable products and services</li> <li>Our fleet composition and transition plan</li> </ul>	<p>SDG Target 13.2: Integrate climate change measures into national policies, strategies, and planning</p> <p>SDG Target 13.3: Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning</p> <p>SDG Target 12.7: Promote public procurement practices that are sustainable, in accordance with national policies and priorities</p>
	Emissions and Air Quality	<ul style="list-style-type: none"> <li>Emissions</li> <li>Air quality</li> </ul>	SDG Target 13.2: Integrate climate change measures into national policies, strategies, and planning
	Energy and Fuels	<ul style="list-style-type: none"> <li>Energy and fuel use in our operations</li> </ul>	<p>SDG Target 7.2: By 2030, increase substantially the share of renewable energy in the global energy mix</p> <p>SDG Target 7.a: By 2030, enhance international cooperation to facilitate access to clean energy research and technology, including renewable energy, energy efficiency and advanced and cleaner fossil-fuel technology, and promote investment in energy infrastructure and clean energy technology</p>
	Resource Stewardship	<ul style="list-style-type: none"> <li>Water</li> <li>Waste</li> </ul>	<p>SDG Target 12.5: By 2030, substantially reduce waste generation through prevention, reduction, recycling, and reuse</p> <p>SDG Target 12.6: Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle</p>

# OUR APPROACH TO SUSTAINABILITY



PILLAR	KEY FOCUS AREA	MATERIAL SUB-TOPICS	SDG TARGETS
<b>DRIVING THE SAFETY AND WELLBEING OF OUR PEOPLE, OUR PATRONS, AND OUR COMMUNITIES</b>     	Health and Safety	<ul style="list-style-type: none"> <li>Workplace safety and health</li> <li>Public health and safety</li> </ul>	SDG Target 3.6: By 2030, halve the number of global deaths and injuries from road traffic accidents
	Our People	<ul style="list-style-type: none"> <li>Human and labour rights</li> <li>Diversity and equal opportunity</li> <li>Employee wellbeing</li> <li>Training</li> </ul>	<p>SDG Target 4.4: By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs, and entrepreneurship</p> <p>SDG Target 5.5: Ensure women’s full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic, and public life</p> <p>SDG Target 8.5: By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value</p> <p>SDG Target 8.7: Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms</p> <p>SDG Target 8.8: Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment</p>
	Our Patrons and Communities	<ul style="list-style-type: none"> <li>Accessibility</li> <li>Service quality</li> <li>Local impact and CSR</li> </ul>	SDG Target 11.2: By 2030, provide access to safe, affordable, accessible, and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons

# OUR APPROACH TO SUSTAINABILITY







PILLAR	KEY FOCUS AREA	MATERIAL SUB-TOPICS	SDG TARGETS
<b>UPHOLDING STRONG GOVERNANCE AND ETHICAL BUSINESS IN OUR JOURNEY TOWARDS SUSTAINABLE ECONOMIC GROWTH AND INNOVATION</b>	Ethical Business and Operational Integrity		SDG Target 16.5: Substantially reduce corruption and bribery in all their forms
	Cybersecurity, Data Privacy and Innovation		SDG Target 9.4: By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries acting in accordance with their respective capabilities
	Supply Chain Management		SDG Target 12.7: Promote public procurement practices that are sustainable, in accordance with national policies and priorities



# OUR APPROACH TO SUSTAINABILITY

## OUR TARGETS AND PERFORMANCE

Within each of our material topics, we have set and identified our short-, medium- and long-term targets and continuously track the progress of these metrics. In the table below, we have identified our 2023 performance, achievements and the status of our progress towards achieving our set targets.



MATERIAL TOPICS	FY2023 PERFORMANCE & ACHIEVEMENTS	PROGRESS	SHORT-, MEDIUM- & LONG-TERM TARGETS
<b>CLIMATE CHANGE AND ADAPTATION</b> <ul style="list-style-type: none"> <li>Climate friendly mobility</li> <li>Sustainable products and services</li> </ul> 	<ul style="list-style-type: none"> <li>59% of our total car fleet globally are cleaner energy vehicles</li> <li>13% of total bus fleet globally are cleaner energy vehicles</li> <li>100% of our global rail operations uses electric traction power</li> </ul>	●	<ul style="list-style-type: none"> <li>Transition 90% of our total car fleet across all our operations globally to cleaner energy vehicles by 2030 and 100% by 2040</li> <li>Transition 50% of our total bus fleet across all our operations globally to cleaner energy vehicles by 2030 and 100% by 2050</li> <li>Continue to keep 100% of our global rail operations on using electric traction power</li> <li>Continue to remain abreast of climate-friendly mobility solutions and adopt appropriate solutions for future mitigation and adaptation</li> </ul>
<b>ENERGY &amp; FUELS</b> 	<ul style="list-style-type: none"> <li>Increased solar photovoltaic (PV) capacity to 7 MWp</li> </ul>	●	<ul style="list-style-type: none"> <li>Increase solar PV output to 8 MWp by 2030</li> <li>Continue to assess renewable energy options for adoption in our businesses</li> </ul>
<b>EMISSIONS AND AIR QUALITY</b> 	<ul style="list-style-type: none"> <li>Reduced GHG emissions intensity in 2023 from 2022 (275 tCO<sub>2</sub>e/\$M Revenue)</li> </ul>	●	<ul style="list-style-type: none"> <li>54.6% reduction in absolute Scope 1 and Scope 2 GHG emissions from our operations by 2032 from baseline year 2019</li> <li>61.2% reduction in absolute Scope 3 GHG emissions from fuel and energy-related activities by 2032 from baseline year 2019</li> <li>Aiming to reach net zero timelines and targets for the transport sector, set by the countries that we operate in</li> </ul>
<b>RESOURCE STEWARDSHIP</b> 	<ul style="list-style-type: none"> <li>100% of our office buildings in Singapore are Eco-Office certified</li> </ul>	●	<ul style="list-style-type: none"> <li>50% of all office buildings globally to be environmentally friendly (i.e. Eco-Office certified or their equivalent) by 2030, and 100% by 2050</li> </ul>



# OUR APPROACH TO SUSTAINABILITY



MATERIAL TOPICS	FY2023 PERFORMANCE & ACHIEVEMENTS	PROGRESS	SHORT-, MEDIUM- & LONG-TERM TARGETS
<b>HEALTH AND SAFETY</b> <ul style="list-style-type: none"> <li>Workplace safety and health</li> <li>Public health and safety</li> </ul> 	<ul style="list-style-type: none"> <li>1 employee fatality in Australia</li> <li>Lost time injury rate of 4.03</li> </ul>	●	<ul style="list-style-type: none"> <li>Zero cases of work-related fatalities and work-related high consequence safety incidents annually</li> <li>Lost-time injury rates below the national averages in our respective locations of operation</li> </ul>
<b>OUR PEOPLE</b> <ul style="list-style-type: none"> <li>Training</li> <li>Human and labour rights</li> <li>Diversity and equal opportunities</li> <li>Employee wellbeing</li> </ul> 	<ul style="list-style-type: none"> <li>30% female representation in our Board</li> <li>14.5% female representation in our workforce</li> <li>52.8 average training hours annually per employee globally</li> <li>Flexible work arrangement, improve wellbeing of employees through programs advocating for mental wellbeing</li> </ul>	●	<ul style="list-style-type: none"> <li>Maintain a minimum of 30% female representation on the Board</li> <li>Achieve 40 training hours annually per employee globally by 2030</li> <li>Zero affiliation with operations with significant risks affiliated with child labour, hazardous or forced labour, underage employment and labour exploitation annually</li> <li>Zero incidences of non-compliance relating to violation of rights, relevant regulations and policies and complaints relating to discrimination and equal opportunity annually</li> <li>Invest in education, training and digital training across all Business Units</li> <li>Continue commitment to the United Nations Global Compact (UNGC), International Labour Organisation (ILO), TAFEP for fair employment practices and adhere to existing practices imposed by local manpower regulations annually</li> <li>Uphold diversity representation in the workplace in terms of gender, race, ability, and age amongst other backgrounds where possible and applicable</li> <li>Ensure an equitable remuneration structure based on work performance without gender bias.</li> </ul>
<b>OUR PATRONS AND COMMUNITIES</b> <ul style="list-style-type: none"> <li>Accessibility</li> <li>Service quality</li> <li>Local impact and corporate social responsibilities</li> </ul> 	<ul style="list-style-type: none"> <li>All our public bus and trains are 100% wheelchair accessible</li> <li>Received positive customer feedback in our public transport services</li> <li>Continuously rolling out initiatives to promote accessibility</li> <li>Contributed S\$1.51 million cash donations, and services and products with market value close to S\$3 million as donations in-kind</li> <li>Our employees contributed over 9,600 hours in volunteering work globally</li> </ul>	●	<ul style="list-style-type: none"> <li>Continuous improvements in mobility and accessibility for the communities</li> </ul>

# OUR APPROACH TO SUSTAINABILITY

MATERIAL TOPICS	FY2023 PERFORMANCE & ACHIEVEMENTS	PROGRESS	SHORT-, MEDIUM- & LONG-TERM TARGETS
<p><b>ETHICAL BUSINESS AND OPERATIONAL INTEGRITY</b></p> <ul style="list-style-type: none"> <li>• Anti-bribery</li> <li>• Anti-corruption</li> <li>• Competitive behaviour</li> <li>• Compliance, ethical conduct, transparency, and accountability</li> <li>• ESG governance</li> <li>• Systemic risk management</li> <li>• Asset protection and safety</li> </ul> 	<ul style="list-style-type: none"> <li>• One case of bribery</li> <li>• 54% employees undertook annual anti-corruption training</li> <li>• 100% employees<sup>4</sup> made their annual declaration on ComfortDelGro's Code of Business Conduct</li> <li>• 90% board independence</li> </ul>	●	<ul style="list-style-type: none"> <li>• Maintain high standards of transparency, accountability, ethics, and integrity across our operations</li> <li>• Maintain zero cases of non-compliance to anti-competitive behaviour, bribery, and corruption</li> <li>• 100% of employees globally to undergo mandatory anti-corruption training by 2025</li> <li>• 100% employees<sup>4</sup> globally to make their annual declaration on ComfortDelGro's Code of Business Conduct by 2024</li> <li>• Maintain above 50% board independence annually, enhancing compliance with the 33% board independence requirements as per the Singapore Exchange (SGX) and Monetary Authority of Singapore (MAS)</li> </ul>
<p><b>CYBERSECURITY AND DATA PRIVACY</b></p> 	<ul style="list-style-type: none"> <li>• Zero substantiated complaints concerning breaches of customer privacy</li> <li>• Zero complaints received from outside parties and regulatory bodies</li> <li>• Zero identified leaks, thefts or losses of customer data</li> </ul>	●	<ul style="list-style-type: none"> <li>• Maintain zero major cybersecurity breaches</li> <li>• Continuously solidify cybersecurity, data protection and privacy measures</li> <li>• Continue to conduct internal audits to measure adherence to Personal Data Protection Act</li> </ul>

4 Our frontline drivers are exempted from this annual exercise due to the nature of their work.

# OUR APPROACH TO SUSTAINABILITY




MATERIAL TOPICS	FY2023 PERFORMANCE & ACHIEVEMENTS	PROGRESS	SHORT-, MEDIUM- & LONG-TERM TARGETS
<b>INNOVATION AND GROWTH</b> <ul style="list-style-type: none"> <li>Technology and innovation</li> <li>Economic performance, growth &amp; opportunities</li> </ul> 	<ul style="list-style-type: none"> <li>Invested in Shift4Good, a venture capital fund dedicated to sustainability mobility</li> <li>Partnered with Alstom for 3D printing on train parts locally</li> <li>Using drones with Artificial Intelligence (AI) technology for official building inspection</li> </ul>	●	<ul style="list-style-type: none"> <li>Continue to develop and invest in new digital solutions, services and new businesses to meet our customers' changing needs</li> </ul>
<b>SUPPLY CHAIN MANAGEMENT</b> <ul style="list-style-type: none"> <li>Environmental screening</li> <li>Social screening</li> </ul> 	<ul style="list-style-type: none"> <li>Zero supplier incidents of social or environmental non-compliance occurring within ComfortDelGro's premises or operations</li> </ul>	●	<ul style="list-style-type: none"> <li>Zero supplier incidents of social or environmental non-compliance occurring within ComfortDelGro's premises or operations</li> <li>Ensure 100% compliance of ComfortDelGro's Supplier Code of Conduct i.e. environmental responsibility; labour rights</li> </ul>

Our targets are reviewed on an annual basis, to ensure that they remain relevant and ambitious. The Group Sustainability Office will conduct a review supported by external consultants, by assessing new or updated standards or legislation, as well as considering the developments in the market. Any targets identified for improvement will be raised to the SC and Board accordingly for approval before disclosure. Our targets are regularly communicated across our operations to ensure appropriate measurement, monitoring and tracking of performance is complete in a timely manner.




# OUR APPROACH TO SUSTAINABILITY

## STAKEHOLDER ENGAGEMENT

Strong stakeholder engagement is essential to managing our material topics and the key issues relevant to ComfortDelGro. We seek to connect with and engage with our stakeholders to understand their needs. This is critical for our sustainability journey as it enables us to foster trust and integrity amongst our key stakeholders. As such, we have identified our stakeholders based on our business impacts and their role in impacting our operations, and actively engage them on various channels highlighted below.

STAKEHOLDERS	FORMS OF ENGAGEMENT	FREQUENCY OF ENGAGEMENT	STAKEHOLDER PRIORITIES RAISED	OUR RESPONSE TO PRIORITIES
<b>CUSTOMERS</b> 	<b>Commuters, drivers and learners</b> <ul style="list-style-type: none"> <li>Information counters on websites, app, hotlines, and at bus interchanges/train stations</li> <li>Social media channels to engage customers and to promote our services</li> <li>Feedback channels and customer satisfaction surveys carried out by the local transport authorities across Singapore, UK &amp; Ireland, Australia, China, New Zealand and Malaysia</li> </ul> <b>Businesses</b> <ul style="list-style-type: none"> <li>Client engagement and presentations on our green mobility products and services</li> <li>Outreach programmes where new and existing customers are invited to visit our operations</li> </ul>	Commuters <ul style="list-style-type: none"> <li>Daily</li> </ul> Businesses <ul style="list-style-type: none"> <li>Engage as needed</li> </ul>	<ul style="list-style-type: none"> <li>Public health and safety</li> <li>Service quality</li> </ul>	<ul style="list-style-type: none"> <li>Operate services according to planned schedules and adhere to robust safety standards and stringent checks</li> <li>Work with the authorities to improve road safety and conduct up-to-date training for all Bus Captains and Customer Service Officers to ensure the highest standards of safety and security</li> <li>Implement safe management measures to keep our commuters safe</li> </ul>
<b>EMPLOYEES</b> 	<ul style="list-style-type: none"> <li>Dialogue sessions to better understand employee needs and concerns</li> <li>Townhall sessions to communicate goals and updates</li> <li>Update on Employee Code of Conduct, welfare and benefits on intranet</li> <li>Employee Engagement Survey</li> </ul>	<ul style="list-style-type: none"> <li>Throughout the year</li> </ul>	<ul style="list-style-type: none"> <li>Training and development</li> <li>Health and safety at work</li> <li>Service quality</li> <li>Ethical and transparent business</li> </ul>	<ul style="list-style-type: none"> <li>Team bonding, wellbeing and community-giving events</li> <li>Implement safe management measures for staff at our work and support flexible work arrangements for those who can work from home</li> <li>Regular seminars and training courses ensure employees' skills remain future-ready</li> <li>Support employee training such as conducting digital readiness and cybersecurity training sessions</li> <li>Employee Code of Conduct to provide guidance on ethical business behaviour</li> <li>Anti-fraud and anti-corruption training</li> </ul>
<b>UNIONS &amp; ASSOCIATIONS</b> 	<ul style="list-style-type: none"> <li>Ensure regular engagement and productivity meetings with key union leaders</li> <li>Establish strong labour management relations grounded on good tripartite collaboration</li> </ul>	<ul style="list-style-type: none"> <li>Annually</li> </ul>	<ul style="list-style-type: none"> <li>Safety and wellbeing of employees</li> <li>Training and development</li> <li>Fair compensation</li> </ul>	<ul style="list-style-type: none"> <li>We uphold tripartism and commit to working closely with the union to achieve win-win outcomes.</li> <li>We work with the union to improve operational, safety and security performance so that we do well and reward our workers better</li> </ul>

# OUR APPROACH TO SUSTAINABILITY

STAKEHOLDERS	FORMS OF ENGAGEMENT	FREQUENCY OF ENGAGEMENT	STAKEHOLDER PRIORITIES RAISED	OUR RESPONSE TO PRIORITIES
<b>INVESTORS</b> 	<ul style="list-style-type: none"> <li>Meeting with some 194 groups of investors, analysts and equity sales personnel; Addressed queries from investors through emails, telephone calls and the online enquiry form</li> <li>Participation in 7 virtual investor conferences and non-deal roadshows</li> <li>Organised face-to-face briefings for the media and sell-side analysts, with some 65 research reports on the Company and the industry were published during the year</li> <li>Shareholders have the opportunity to interact with the Board and Senior Management at our Annual General Meeting; Electronic voting also allows for transparent process</li> <li>All material announcements posted in the Investor Relations section of our corporate website</li> </ul>	<ul style="list-style-type: none"> <li>Throughout the year</li> </ul>	<ul style="list-style-type: none"> <li>Ethical and transparent business</li> <li>Climate change adaptation and mitigation</li> <li>Innovation and technology</li> <li>Employee safety and wellbeing</li> </ul>	<ul style="list-style-type: none"> <li>The Investor Relations team has regular interactions with investors, shareholders and analysts to ensure a thorough understanding of our business models and strategies, operations and financial performance and growth opportunities</li> <li>We are committed to disseminate accurate and pertinent information to the market in a timely manner as part of good corporate governance</li> <li>We participate in ESG ratings, such as DJSI, Sustainalytics, MSCI and CDP, to disclose our ESG performance and efforts to our shareholders</li> </ul>
<b>PARTNERS &amp; SUPPLIERS</b> 	<ul style="list-style-type: none"> <li>Reviewed our Supplier Code of Conduct to reflect our sustainability ambition</li> <li>Work closely and communicate with our Partners and Suppliers to ensure the smooth delivery of our services that complies with our ESG expectations</li> <li>Supplier environmental and social screening assessment questionnaire</li> </ul>	<ul style="list-style-type: none"> <li>Throughout the year</li> </ul>	<ul style="list-style-type: none"> <li>Innovation and technology</li> <li>Collaboration efforts</li> </ul>	<ul style="list-style-type: none"> <li>Supplier management and communication ensure fair opportunity and responsible practices, as well as strict adherence to our Supplier Code of Conduct</li> <li>Utilised ComPASS, our procurement software, to manage suppliers, improve processes and ensure compliance on ESG matters</li> </ul>
<b>REGULATORS</b> 	<ul style="list-style-type: none"> <li>Regular dialogue sessions with the various regulators including the Singapore Exchange (SGX), and the various land transport authorities, environment agencies, manpower ministries and energy regulators in the countries we operate</li> </ul>	<ul style="list-style-type: none"> <li>Throughout the year</li> </ul>	<ul style="list-style-type: none"> <li>Climate change adaptation and mitigation</li> <li>Diversity and inclusion</li> <li>Sector development</li> <li>Ethical and transparent business</li> </ul>	<ul style="list-style-type: none"> <li>Review operational, safety and security performances</li> <li>Provide constructive feedback when regulator needs to review existing and implement new policies</li> <li>Reliable partner to explore and trial new systems</li> <li>Identify and implement initiatives to cut carbon emissions.</li> <li>Discuss manpower and infrastructural development and sustainability issues</li> </ul>

# OUR APPROACH TO SUSTAINABILITY

## GOVERNING OUR SUSTAINABILITY AND RISK

Having a sound and established governance framework reduces our ESG risks and safeguards the opportunities we can capitalise on, thus promoting long-term and sustainable growth within our organisation.

## SUSTAINABILITY GOVERNANCE STRUCTURE

Established in April 2021, our Board-level Sustainability Committee (SC) is chaired by Ms Jessica Cheam, a sustainability pioneer with two decades of experience in media, sustainable development and ESG issues globally. The SC is responsible for the oversight of ComfortDelGro's sustainability ambitions, strategies, and performance, including climate-related risks and opportunities. The oversight of the SC is supported by the Board as well as the Chairman, who is also a member of the committee.

The SC meets and deliberates on sustainability matters at least every quarter to establish adequate and comprehensive management of our impacts on the economy, environment, and people. To ensure the SC has the necessary skills and expertise to manage and oversee issues pertaining to environmental, social and governance aspects of sustainability, the members are appointed based on their experience, knowledge on sustainability matters, and access to expert advice through external consultants.

The SC members are appointed by the Board, where each Director is subjected to rotational reappointment in accordance with the Company's Constitution. The appointment of the SC member terminates when the member ceases to be a Director, or as determined by the Board. Like other Board Committees, members of the SC may be rotated with new members to provide fresh perspectives and constructive debates to enhance the Board's ability to drive sustainability performance across the Group.

Board members are required to undertake sustainability trainings and update on recent sustainability issues. They are also encouraged to attend programmes that help them appreciate climate-related reporting, disclosure audits, and other social and environmental factors relevant to the business. These programmes could be either conducted by the Singapore Institute of Directors (SID) or others, and are paid for by the Company, thus ensuring that all Board members maintain the relevant skills to oversee sustainability-related matters.

The Board is updated on sustainability matters on a quarterly basis by the SC, where meetings include discussions

on the developments or changes to strategies or policies on how ComfortDelGro can better manage the impacts on the economy, environment, and people. Any significant concerns or feedback from the SC are similarly raised to the Board. These quarterly meetings also include reviews by the Board, where they may approve and update any new developments and policies.

With updates from the SC, the Board works closely with senior management, and is actively involved in developing ComfortDelGro's sustainability framework, strategies, policies, ESG targets, ESG risk management and impact management frameworks among other climate and sustainability-related issues.

Board members are also expected to exercise independent judgement and good faith in the best interest of the company and its stakeholders. To this point, efforts are focused where the most impact is likely to be achieved, while longer term considerations are dealt with in due course. While there are no explicit trade-offs in the oversight of sustainability related risks and opportunities, there is a strategic approach as to how these are addressed by the organisation. The Board is also responsible for reviewing and approving ComfortDelGro's annual sustainability report, which includes our materiality assessment.

The SC also oversees the Management Sustainability Committee (MSC), chaired by our MD/Group CEO Mr Cheng Siak Kian, and comprises key members of the Senior Management. The responsibilities of the MSC includes reviewing, reporting, and assessing ComfortDelGro's sustainability performance against the targets established by the Board, on a quarterly basis.

Our Group Chief Sustainability Officer, Mr Jonathan Jong, oversees all sustainability-related matters and is supported by the Group Sustainability Office and sustainability representatives from Business Units across the Group. Collectively they assess and review ESG processes, identifying potential sustainability initiatives for implementation across the Group and our Business Units. These working groups make use of internal tools and processes such as an ESG data collection platform and reporting dashboard, enterprise risk matrices, and regular progress meetings to ensure sound management of sustainability related risks and opportunities, addressing any specific items that may arise.

In the pursuit of sound corporate governance, our board members must avoid situations where their own personal or business interests may

conflict or appear to conflict with the interests of the Group. In event of a conflict or potential conflict of interest, in relation to any matter, they must immediately declare his/her interest at a meeting of the Directors, or by giving written notice to the Company and recuse himself/herself from participating in the discussion or any decision-making.

ComfortDelGro adopted a Board Diversity Policy in 2019, which seeks to ensure an appropriate balance and mix of skills, knowledge, experience, age, gender, nationality, ethnicity and other aspects of diversity within the Board. This avoids groupthink and bias, and instead fosters constructive debates, achieving effective decision making in the best interests of the Group. Under the Board Diversity Policy, the Nominating and Remuneration Committee (NRC) will discuss and agree annually on the relevant measurable targets for promoting and achieving diversity in the composition of the Board and Board Committees. These targets are then raised for the Board's consideration and approval. Recommendations will be made for consideration and approval by the Board.

In relation to gender diversity, the Board ensures that there is always a mix of male and female candidates put up for consideration when identifying suitable candidates for new appointments to the Board. Since 2022, the Board has adopted the guideline that at least one female Director should sit on each Board Committee, including the NRC.

The Board is evaluated annually via Board Performance Evaluation Forms, facilitated by the Company Secretary. Through the questionnaire, the Board is assessed on its performance in overseeing the management of ComfortDelGro's impacts on the economy, environment, people, and how well the Group's ESG strategies, sustainability developments, policies, and commitment are managed. Every year, one third of the Board of Directors, particularly those who have served longest since their last re-election, will step down and stand for re-election at the Annual General Meeting (AGM). In addition, newly appointed directors will also step down at their first AGM since their appointment and stand for re-election.

## BOARD INDEPENDENCE

At ComfortDelGro, we expect our Board members to exercise independent judgement during decision making processes to enable the best business outcomes. Across the Board, our members prioritise the business success of ComfortDelGro whilst embodying integrity, professionalism, ethical behaviour, and the consideration of enhancing our sustainability journey in the execution of their duties.

# OUR APPROACH TO SUSTAINABILITY

There are also processes that enable Directors to make necessary declarations and disclose areas of conflict of interest. Directors who might be in a position of conflict with any matter discussed at the Board or Board Committees may abstain and recuse themselves from discussions or voting in such matters. In 2023, a Deputy Chairman position was created. The Deputy Chairman would step in as Acting Chairman when the Chairman is absent or where the Chairman is personally interested or conflicted with regard to a motion that the Board or Directors are discussing.

In efforts to drive ethical business practices across our operational geographies, the Board regularly reviews the Company's business strategy, sustainability efforts and ambitions with Senior Management.

The roles and responsibilities of the Board entail:

- Driving strategic objectives and direction with adequate emphasis on sustainability, innovation, and value creation for ComfortDelGro by exercising enterprising leadership and guidance. Additionally, the Chairman must

ensure sufficient human and financial resources available to attain these objectives

- Aiding in the development of financial authority limits and relevant risk management and control systems, whilst balancing between organisational performance and ComfortDelGro's risk appetite to protect the company and stakeholders against potential risks
- Monitoring and managing organisational performance whilst identifying appropriate areas for improvement
- Determining relevant key stakeholders and ensuring their concerns are addressed in ComfortDelGro's strategies and management processes, whilst prioritising transparency and accountability
- Enforcing ComfortDelGro's values, standards, policies, and procedures, whilst fostering an ethical corporate culture
- Ensuring environmental, social and governance considerations

are considered in the formulation and deployment of sustainability strategies

- Ensuring full participation of directors on sustainability trainings

We also have other Board Committees to aid the Board in their decision making and the execution of sustainability duties. The Committees are as follows:

- Audit and Risk Committee (ARC)
- Nominating and Remuneration Committee (NRC)
- Investment Committee (IC) which has been renamed Strategy & Investment Committee (SIC)
- Digitalisation Committee (DC) which has been dissolved with effect from 1 January 2024 as the initiatives have been streamlined with other Board Committees
- Sustainability Committee (SC)

More information on our corporate governance and risk management can be found in the ComfortDelGro Annual Report 2023.

## GRI 405-1 Diversity of governance bodies and employees

BOARD COMPOSITION	2022	2023
Percentage of independent and non-executive director	90%	90%
Percentage of non-independent and non-executive director	-	-
Percentage of non-independent and executive director	10%	10%
BOARD DIVERSITY		
Women	30%	30%
Men	70%	70%
DIRECTORS' LENGTH OF SERVICE		
Served > 9 years	20%	0%
Served < 9 years	80%	100%
MANAGEMENT DIVERSITY		
Women	26%	26%
Men	74%	74%

## CORPORATE GOVERNANCE AND RISK

Our governance framework was established in line with the governance policies and practices set out in the Code of Corporate Governance issued by the Monetary Authority of Singapore on 6 August 2018, as amended on 11 January 2023. Additionally, our Enterprise Risk Management Framework supports the understanding of the complexities of risk and opportunities arising from our operations, including climate-related risks. With these frameworks, it provides a comprehensive and methodological approach in the identification, assessment, and evaluation of risks,

ultimately aiding in its management and effective prioritisation of resources.

The Audit and Risk Committee (ARC) assists the Board in maintaining risk management and internal controls oversight. The ARC also assists the Board in ensuring the Management establishes and enforces a sound system of risk management and internal controls to safeguard the Group's assets and Shareholders' interests, and that robust systems and processes are in place to identify and manage risk enterprise-wide.

In assessing and managing our risks, we adopt the precautionary principle.

As a signatory of the UNGC, we are committed to the ten principles of Human Rights, Labour, Environment and Anti-corruption. More information on our corporate governance and risk management can be found in the ComfortDelGro Annual Report 2023.

In December 2023, we also published our second Taskforce for Climate-related Financial Disclosures (TCFD) report, highlighting the key and relevant climate-related risks and opportunities to ComfortDelGro. Within the report, we have also highlighted the governance approach to managing and overseeing our climate-related risks and opportunities.

**ENVIRONMENT:**

# ENABLING A CLIMATE-FRIENDLY AND SUSTAINABLE TRANSPORT SYSTEM





# ENABLING A CLIMATE-FRIENDLY AND SUSTAINABLE TRANSPORT SYSTEM

As a global mobility provider, ComfortDelGro recognises our role in leading the transition to cleaner, low carbon transport solutions with the aim of reaching net zero emissions reduction targets by 2050 in line with Article 6 of the Paris Agreement. We have committed to emissions reduction targets which have been approved by the Science Based Targets initiative (SBTi) in 2022 and are consistent with reductions required to limit global warming to 1.5°C above pre-industrial levels, the most ambitious goal of the Paris Agreement. The targets aim for a reduction in our absolute Scope 1, Scope 2 and Scope 3 Category 3 (fuel- and energy-related activities) greenhouse gas emissions from a baseline year of 2019, by 2032. Our decarbonisation strategy is focused on transitioning our vehicle fleet to cleaner energy vehicles, optimising operations to reduce resource consumption, and working with like-minded partners to expand sustainable mobility solutions.



## **ENERGY AND FUELS** **WHY THIS MATTERS TO US**

Our transportation fleet accounts for a significant share of our energy consumption, in addition to electricity consumption from our various operations. Managing fuel usage and transitioning towards cleaner fuel and energy sources are key to minimising our impact on the environment and society. The transition towards cleaner fuel and energy sources is thus paramount to our Group-wide effort towards minimising our environmental impacts.

## **HOW WE MANAGE THIS**

We actively track and monitor the fuel and energy used by our transportation

fleet, as well as in our brick-and-mortar operations including stations, depots, workshops, and offices. We are actively seeking to improve the energy and fuel efficiency in our operations through electrification of our fleets, improvements in processes, and investing in renewable energy opportunities such as solar power.

Our Energy Management Policy and Green Building User Guide provides a framework that guides our fuel and energy saving measures. It provides our Singapore business units with the necessary guidance on energy management, and a reference benchmark to follow for our overseas

businesses. All our Singapore offices have obtained Eco-Office certification by the Singapore Environment Council to recognise the adoption of environmentally-friendly practices in offices. Furthermore, we continue to retrofit and upgrade our offices based on the Building and Construction Authority's Green Mark guidelines to ensure energy efficiency.

## **OUR INITIATIVES**

We adopt practices to enhance energy efficiency and reduce our energy and electricity usage in our stations, depots and offices. These include the installation of energy efficiency lighting, utilising natural lighting where possible,

# ENABLING A CLIMATE-FRIENDLY AND SUSTAINABLE TRANSPORT SYSTEM

and retrofitting and replacing our air-conditioning systems with energy-efficient alternatives. Furthermore, we strive to foster sustainable practices amongst our employees by encouraging energy saving behaviours such as switching off lights and electronic devices when not in use and maintaining optimal temperatures of air conditioning.

We continue to transition towards the adoption of cleaner energy fuels within our operations. This begins with the switch from operating vehicles on diesel, to bio-blend diesel, compressed natural gas, and subsequently to electric and hydrogen fuel. Our Business Units have made steady progress in the shift towards cleaner energy fuels and our decarbonisation targets. More details can be found in the Climate Change Adaptation and Mitigation section of this Sustainability Report.

We have also implemented several measures and solutions to reduce fuel consumption and increase driving efficiency. These include regenerative braking systems that store kinetic energy and reduce the wear and tear of mechanical brakes. We also provide annual driver behaviour training in our operational regions to instil good driving practices such as acceleration and braking techniques, reducing stationary combustion, filling up to a three-quarter tank and decluttering vehicles to maintain lighter loads.

Alongside these measures, we closely monitor the performance of our vehicles, fleets, and operations. We utilise our cloud-based management portal that tracks the energy performance on a real-time basis. This enables us to identify operations that have high energy consumption and prompt our Business Units to manage and strategise on the necessary mitigation and reduction measures.

## OUR PERFORMANCE AND THE WAY FORWARD

Our Business Units have sought to increase our renewable energy generation capacity. In 2023, we installed new solar power systems across seven of our sites in Singapore, including at VICOM and ComfortDelGro Engineering (CDGE) premises, bringing our total Group renewable capacity to 7.074 MWp, up from 4.885 MWp in 2022. We also saw an increase in renewable energy generation from our 2019 baseline of 2,063,690 kWh, to 5,621,240kWh in 2023.

ComfortDelGro continues to assess renewable energy opportunities for adoption as we work towards our 2030 target of increasing solar photovoltaics output to 8 MWp.



# ENABLING A CLIMATE-FRIENDLY AND SUSTAINABLE TRANSPORT SYSTEM

## GRI302-1: Energy Consumption Within the Organisation

FUEL TYPE	2019 (BASELINE)	2021	2022 <sup>5</sup>	2023	% CHANGE FROM BASELINE YEAR
Bio-blend diesel (in litres)	- <sup>6</sup>	34,016,891	32,297,101	30,597,620	100%
Diesel (in litres)	331,332,976	217,276,303	206,736,766	213,352,795	-35.6%
Petrol (in litres)	32,658,433	38,830,319	41,225,094	41,611,225	27.4%
Compressed Natural Gas (in km) <sup>7</sup>	213,301,353	312,488,156	292,381,638	262,852,531	23.2%

## GRI302-1: Electricity Consumption (kWh)

ENERGY TYPE	2019 (BASELINE)	2021	2022	2023	% CHANGE FROM BASELINE YEAR
Electricity purchased (kWh) <sup>8</sup>	499,794,946	471,914,982	484,843,656	526,544,774	5.4%
Renewable electricity generated (kWh)	2,063,690	2,393,358	4,664,660	5,621,240	172.4%
Renewable energy consumption (kWh)	2,063,690 <sup>9</sup>	2,149,746	4,453,679	5,161,460	150.1%
Total electricity consumption (kWh)	501,858,636	474,064,728	489,297,335	531,706,234	5.9%

## GRI302-1: Total Energy Consumption (kWh)

### SASB Standards Road Transportation: TR-RO110a.3: Greenhouse gas emissions

ENERGY TYPE	2019 (BASELINE)	2021	2022	2023	% CHANGE FROM BASELINE YEAR
Total fuel consumption (kWh)	4,264,184,217	3,027,294,079	2,921,452,884	2,979,256,435	-30.1%
Total electricity consumption (kWh)	501,858,636	474,064,728	489,297,335	531,706,234	5.9%
Total energy consumption (kWh)	4,766,042,853	3,501,358,807	3,410,750,219	3,510,962,669	-26.3%

## GRI302-3: Energy Intensity

ENERGY INTENSITY TYPE	2019 (BASELINE)	2021	2022	2023	% CHANGE FROM BASELINE YEAR
Total Energy Consumption Intensity (kWh/\$mil revenue)	1,221,718	999,589	902,076	904,887	-25.9%

5 With an improvement in our data collection methodologies, our diesel and petrol fuel types have been recalculated using the revised figures, leading to a restatement of data in 2022.

6 Data for bio-blend diesel consumption was not available prior to 2021.

7 Due to a change in calculation parameters, CNG consumption is now reported in kilometres (km) to indicate the mileage achieved instead of cubic meters (m<sup>3</sup>).

8 Our electricity purchased consumptions have been recalculated to exclude tenant electricity, energy consumed outside of the organisation, and the inclusion of electric vehicles charging consumption leading to a restatement of data in 2021 and 2022 respectively.

9 All renewable energy generated was assumed to have been fully consumed in 2019.

# ENABLING A CLIMATE-FRIENDLY AND SUSTAINABLE TRANSPORT SYSTEM

## EMISSIONS AND AIR QUALITY

### WHY THIS MATTERS TO US

At ComfortDelGro, we recognise and acknowledge the importance of managing and playing an active role in the energy transition. With our decarbonisation targets in mind, we have taken steps to reduce our greenhouse gas (GHG) emissions in our business activities and operations.

### HOW WE MANAGE THIS

Our SBTi-validated targets aim for a 54.6% reduction in absolute Scope 1 and Scope 2 GHG emissions from operations, and a 61.2% reduction in absolute Scope 3 Category 3 (fuel- and energy-related activities) GHG emissions by 2032 from the baseline year 2019<sup>10</sup>. This decarbonisation plan is aligned with the SBTi's absolute contraction approach. Using sector specific decarbonisation pathway, the plan sets out to transition our fleet to cleaner energy vehicles, and is communicated to Business

Units through training webinars and newsletters across the group. While a key part of our decarbonisation strategy is focused on our vehicle fleet transition to cleaner energy vehicles, we continue to consider the feasibility of using carbon credits to offset our residual emissions.

### ACCOUNTING FOR SCOPE 1, 2 AND 3 GHG EMISSIONS

In alignment with the GHG Protocol, our GHG emissions inventory includes all our operations in Singapore, UK, Australia, China, Ireland, New Zealand and Malaysia.

We have established our baseline year as 2019 as it depicts a representation of our operations before the COVID-19 pandemic. All GHG emissions are calculated in carbon dioxide equivalents CO<sub>2</sub>e. It involves the accounting and reporting of the six greenhouse gases covered by the Kyoto Protocol including methane CH<sub>4</sub> and nitrous oxide N<sub>2</sub>O in accordance with the GHG Protocol.

Our Scope 1 emissions are largely attributed to the tail-pipe emissions from our vehicle fleet, while our scope 2 emissions are from our electricity consumption across operations, including rail traction power. We carried out a preliminary screening exercise to determine which of the categories would be most relevant to our operations for Scope 3 emissions. We used the results from our screening exercise to select the most pertinent categories and completed a more detailed emissions calculation based on the requirements stated in the GHG Protocol.

GHG emission factors used for our calculations were chosen based on their relevance to our operations, completed in accordance with the GHG Protocol. Scope 1 and 2 emissions were calculated with reference to GHG Protocol and DEFRA emission factors, and Scope 3 to US EPA and DEFRA emission factors.

The Scope 3 categories that we addressed include:

SCOPE 3 CATEGORY	SCREENED OR CALCULATED	METHODOLOGY
Category 1: Purchased goods & services	Calculated	GHG Protocol: Spend-based method
Category 2: Capital goods	Calculated	GHG Protocol: Spend-based method
Category 3: Fuel- and energy-related activities not included in Scope 1 & Scope 2	Calculated	GHG Protocol: Average-data method
Category 4: Upstream transportation and distribution	Screened	Calculated estimation based on spend based screening
Category 5: Waste generated in operations	Calculated	GHG Protocol: Waste-type specific method
Category 6: Business travel	Calculated	GHG Protocol: Distance-based method
Category 7: Employee commute	Screened	Calculated estimation based on employee headcount intensity
Category 11: Use of sold products	Screened	Calculated estimation based on spend based screening
Category 12: End-of-life treatment of sold products	Calculated	GHG Protocol: Waste-type specific method
Category 13: Downstream leased assets	Calculated	GHG Protocol: Asset-specific method (buildings) & Lessee-specific method (vehicles)
Category 15: Investments	Calculated & Screened	GHG Protocol: Investment-specific method & calculated estimation based on investment value

## OUR PERFORMANCE AND THE WAY FORWARD

Overall, our Scope 1 and 2 emissions have seen a 14.8% decrease from 2019, and a 2% increase from 2022. We achieved a 20.1% decrease from our 2019 baseline Scope 1 emissions due to the transition from Internal Combustion Engine (ICE) to cleaner energy vehicles in our taxi and bus businesses across Singapore, China and UK. Scope 1 emissions remained the same as 2022 due to the recovery of our China operations.

Scope 2 emissions saw an increase of 12.5% and 11% from 2019 and 2022 respectively. While our building's electricity usage decreased due to energy saving initiatives, electricity usage increased due to the uptake of electric vehicles. This transition also led to a 35.3% decrease in Scope 3 Category 3 emissions from 2019, although there was a 24.7% increase in emissions from 2022 due to the recovery of our China operations.

We remain steadfast towards reaching our short-, medium- and long-term targets of 54.6% reduction in absolute Scope 1 and 2 GHG emissions by 2032 from our 2019 baseline. As our business grows, we are mindful of the challenges with respect to our emissions and remain committed to seek out opportunities and solutions to decarbonise our operations.

<sup>10</sup> The type of greenhouse gases considered in these targets are units of kilograms of CO<sub>2</sub>e equivalents of carbon dioxide CO<sub>2</sub>, methane (CH<sub>4</sub>), nitrous oxide (N<sub>2</sub>O), hydrofluorocarbons (HFCs), perfluorocarbons (PFCs), sulphur hexafluoride SF<sub>6</sub> and nitrogen trifluoride NF<sub>3</sub>, based on the UK Government GHG Conversion factors for Company Reporting.

# ENABLING A CLIMATE-FRIENDLY AND SUSTAINABLE TRANSPORT SYSTEM

GRI 305-1: Direct (Scope 1) GHG emissions

GRI 305-2: Energy indirect (Scope 2) GHG emissions

GRI 305-3: Other indirect (Scope 3) GHG emissions

SASB Standards Road Transportation: TR-RO110a.1: Greenhouse gas emissions

GHG EMISSIONS (tCO <sub>2</sub> e)	2019 (BASELINE)	2021	2022	2023	% CHANGE FROM BASELINE YEAR
Scope 1 <sup>11</sup> (Direct emissions)	1,046,348	834,891	835,048	835,668	-20.1%
Scope 2 (Indirect emissions from electricity) <sup>12</sup>	206,028	194,556	209,059	231,833	12.5%
Scope 3 (All other indirect emissions)	645,038	550,095	496,826 <sup>13</sup>	603,017	-6.5%
<b>Total Scope 1 + 2 emissions</b>	<b>1,252,376</b>	<b>1,029,447</b>	<b>1,044,107</b>	<b>1,067,501</b>	<b>-14.8%</b>
<b>Total Scope 1, 2 and 3 emissions</b>	<b>1,897,414</b>	<b>1,579,542</b>	<b>1,540,933</b>	<b>1,670,518</b>	<b>-12.0%</b>

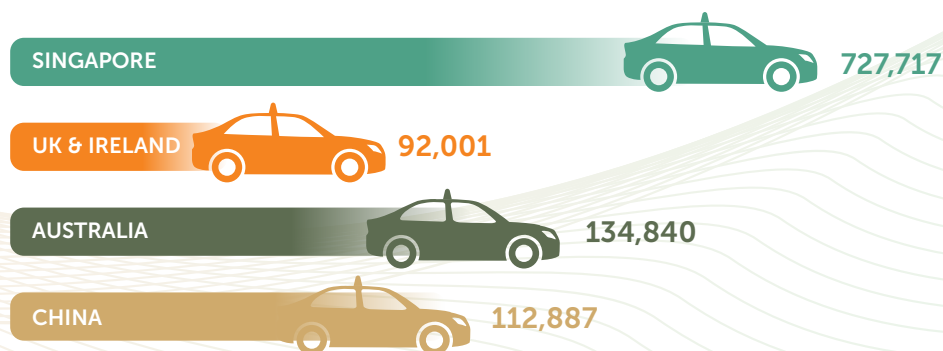
## Scope 3 Emissions breakdown

CATEGORY	2019		2022		2023	
	EMISSIONS (tCO <sub>2</sub> e) (BASELINE)	SHARE OF TOTAL EMISSIONS	EMISSIONS (tCO <sub>2</sub> e)	SHARE OF TOTAL EMISSIONS	EMISSIONS (tCO <sub>2</sub> e)	SHARE OF TOTAL EMISSIONS
Category 1: Purchased goods & services	95,329	14.78%	144,041	28.99%	206,764	34.29%
Category 2: Capital goods	103,638	16.07%	64,053	12.89%	55,076	9.13%
Category 3: Fuel- and energy-related activities not included in Scope 1 & Scope 2	381,220	59.10%	197,975	39.85%	246,776	40.92%
Category 4: Upstream transportation and distribution	14,976	2.32%	14,567	2.93%	19,708	3.27%
Category 5: Waste generated in operations <sup>14</sup>	-	-	-	-	2,193	0.36%
Category 6: Business travel	154	0.02%	126	0.03%	1,696	0.28%
Category 7: Employee commute	20,400	3.16%	20,400	4.10%	19,028	3.16%
Category 8: Upstream leased assets <sup>15</sup>	2,650	0.41%	-	-	-	-
Category 11: Use of sold products	23,389	3.63%	42,915	8.64%	39,679	6.58%
Category 12: End-of-life treatment of sold products	39	0.01%	29	0.01%	165	0.03%
Category 13: Downstream leased assets <sup>16</sup>	-	-	2,281 <sup>17</sup>	0.46%	3,157	0.52%
Category 15: Investments	3,243	0.50%	10,439	2.10%	8,775	1.46%

## GRI 305-4: GHG emissions intensity

EMISSIONS INTENSITY (tCO <sub>2</sub> e/\$\$M/REVENUE)	2019 (BASELINE)	2021	2022	2023	% CHANGE FROM BASELINE YEAR
Scope 1 + 2	321	294	276	275	-14.3%
Scope 3	165	157	131	155	-6.0%

## SCOPE 1 & 2 GHG EMISSIONS (tCO<sub>2</sub>e) BY GEOGRAPHICAL LOCATIONS<sup>18</sup>



11 With an improvement in our data collection methodologies, our Scope 1 emissions have been recalculated using the revised figures, leading to a restatement of data in 2019, 2021 and 2022. The restatement arises mainly from the improvement in CNG emissions calculation methodology.

12 With an improvement in our data collection methodologies, our Scope 2 emissions have been recalculated using the revised figures, leading to a restatement of data in 2021 and 2022. The restatement mainly relates to electric vehicles charging electricity consumption data.

13 With an improvement in our data collection and methodologies, our Scope 3 emissions have been recalculated to include tenant electricity, energy consumed outside of the organisation, under Category 13 as downstream leased assets leading to a restatement of data in 2022.

14 Emissions data for Scope 3 Category 5, waste generated in operations was not available prior to 2023.

15 With an improvement in our data collection and methodologies, our Scope 3 Category 8 (Upstream leased assets) has been accounted for under Scope 1 and 2 in 2022 and 2023.

16 Emissions data for Scope 3 Category 13 (Downstream leased assets) was not available prior to 2022.

17 With an improvement in our data collection and methodologies, our Scope 3 emissions have been recalculated to include tenant electricity, energy consumed outside of the organisation, under Category 13 (Downstream leased assets) leading to a restatement of data in 2022.

18 Emissions from New Zealand's Joint Venture have been accounted for under our Scope 3 Category 15 (Investments).

# ENABLING A CLIMATE-FRIENDLY AND SUSTAINABLE TRANSPORT SYSTEM

## CLIMATE CHANGE ADAPTATION AND MITIGATION

### WHY THIS MATTERS TO US

As the effects of climate change become increasingly discernible, it is crucial for businesses to adapt to the climate-related risks, through the implementation of effective strategies. As a global mobility company, we recognise that we are in a leading position which gives us influence over the society's transition towards climate-friendly transportation systems. ComfortDelGro aims to minimise its negative impact on climate and the environment, and strives to contribute to the global transition towards a low-carbon economy by consciously managing our environmental footprint and emissions. This includes ensuring that our businesses and assets are resilient to climate risks, and aligned with the accelerating efforts to decarbonise our economy.

### HOW WE MANAGE THIS

Emissions and energy consumption are material topics for ComfortDelGro, and we established various measures and initiatives to reduce the negative impacts from our business activities and operations. These include plans to electrify our fleet, improve energy efficiency and invest in renewable energy.

In December 2023, we published our second Taskforce for Climate-related Financial Disclosures (TCFD) report which identifies the physical and transition climate risks and opportunities that are relevant to our businesses and operational geographies. With our second TCFD report, we aim to provide our stakeholders with deeper insights into how we consider and manage potential climate-related risks. This report reflects our strategic planning, highlighting key risks and opportunities which enables us to future-proof our businesses, and showcase the ways in which we address them. Our

listed entities, SBS Transit and VICOM, published their inaugural standalone TCFD Reports in 2023, which delve greater into the climate actions specific to their operations.

Through the identification of climate-related risks and opportunities, ComfortDelGro strives to strengthen our climate mitigation and adaptation measures, which includes our commitment to carbon reduction targets validated by the SBTi, and investing in green mobility. By actively transitioning our fleet to more efficient and cleaner energy vehicles, we aim to significantly reduce our GHG emissions with the ultimate goal of moving people and goods further and faster through cleaner options.

The following table identifies the scope and parameters of the screening exercise carried out to prioritise and identify our climate-related risks and opportunities in the TCFD Report 2023.

PARAMETERS	SCOPE	
Countries <sup>19</sup>	<ul style="list-style-type: none"> <li>• Singapore</li> <li>• UK &amp; Ireland</li> <li>• Australia</li> <li>• China</li> <li>• New Zealand</li> </ul>	
Baseline year	2022	
Timeframe	<ul style="list-style-type: none"> <li>• Short-term: up to 2030</li> <li>• Medium-term: up to 2040</li> <li>• Long-term: up to 2050</li> </ul>	
Scenarios explored	<ul style="list-style-type: none"> <li>• 1.5°C warming (NGFS Net-Zero by 2050, IEA NZE 2050 &amp; RCP 2.6)</li> <li>• &gt; 3°C warming (NGFS Current Policies, IEA STEPS &amp; RCP 8.5)</li> </ul>	
Key identified risks and opportunities	<b>Transition risks and opportunities</b> <ul style="list-style-type: none"> <li>• Carbon pricing</li> <li>• Changing customer expectations</li> <li>• Low carbon economy transition policies &amp; regulations</li> <li>• Reputational risks</li> <li>• Technology shifts</li> </ul>	<b>Physical risks</b> <ul style="list-style-type: none"> <li>• Floods (river and flash floods)</li> <li>• Heatwaves (rising mean temperatures)</li> <li>• Storms/Tropical cyclones</li> <li>• Wildfires</li> <li>• Rising sea levels</li> <li>• Droughts/Water scarcity</li> </ul>

19 Our TCFD report excludes operations in Malaysia due to the establishment of immateriality to the assessment, based on the limited scale of Malaysia operations. Malaysia as a geographical location may be considered in future TCFD reports.










# ENABLING A CLIMATE-FRIENDLY AND SUSTAINABLE TRANSPORT SYSTEM

We identified the potential level of risk through a risk screening exercise, and shortlisted the climate-related risks for ComfortDelGro. These were deemed likely to have a moderate or high impact on our business operations and financials.

**Legend:**

- Potential impact magnitude\*:
- Mild risk
  - Moderate risk
  - High risk

\*Magnitude is determined through well referenced literature and data sets on climate risk indicators and is determined through observed and projected trends in physical risks from the Climate Analytics' Climate Impact Explorer and the World Bank Climate Change Knowledge Portal.

	 SINGAPORE	 UK & IRELAND	 AUSTRALIA	 CHINA	 NEW ZEALAND
<b>PHYSICAL</b>	<b>1.5°C warming</b> 				
	<ul style="list-style-type: none"> <li><span style="color: #f49121;">●</span> Heatwaves (rising mean temps.)</li> </ul>	<ul style="list-style-type: none"> <li><span style="color: #c44e52;">●</span> Droughts/Water scarcity</li> <li><span style="color: #f49121;">●</span> Storms/Cyclones</li> <li><span style="color: #c44e52;">●</span> Heatwaves (rising mean temps.)</li> <li><span style="color: #c44e52;">●</span> Rising sea levels</li> <li><span style="color: #c44e52;">●</span> Wildfires</li> <li><span style="color: #f49121;">●</span> Floods</li> </ul>	<ul style="list-style-type: none"> <li><span style="color: #f49121;">●</span> Heatwaves (Rising mean temps.)</li> <li><span style="color: #f49121;">●</span> Floods</li> <li><span style="color: #f49121;">●</span> Wildfires</li> <li><span style="color: #f49121;">●</span> Rising sea levels</li> <li><span style="color: #f49121;">●</span> Droughts/Water scarcity</li> </ul>	<ul style="list-style-type: none"> <li><span style="color: #f49121;">●</span> Heatwaves (Rising mean temps.)</li> <li><span style="color: #f49121;">●</span> Floods</li> <li><span style="color: #f49121;">●</span> Storms/Cyclones</li> </ul>	<ul style="list-style-type: none"> <li><span style="color: #c44e52;">●</span> Heatwaves (Rising mean temps.)</li> <li><span style="color: #c44e52;">●</span> Floods</li> <li><span style="color: #c44e52;">●</span> Wildfires</li> </ul>
<b>&gt;3°C warming</b> 					
<b>TRANSITION</b>	<b>1.5°C warming</b> 				
	<ul style="list-style-type: none"> <li><span style="color: #8b0000;">●</span> Carbon pricing</li> <li><span style="color: #8b0000;">●</span> Policies and regulations</li> <li><span style="color: #8b0000;">●</span> Technology shifts</li> <li><span style="color: #8b0000;">●</span> Changing customer expectations</li> <li><span style="color: #8b0000;">●</span> Reputational risks</li> </ul>	<ul style="list-style-type: none"> <li><span style="color: #8b0000;">●</span> Policies and regulations</li> <li><span style="color: #8b0000;">●</span> Technology shifts</li> <li><span style="color: #8b0000;">●</span> Changing customer expectations</li> <li><span style="color: #8b0000;">●</span> Reputational risks</li> </ul>	<ul style="list-style-type: none"> <li><span style="color: #8b0000;">●</span> Carbon pricing</li> <li><span style="color: #8b0000;">●</span> Policies and regulations</li> <li><span style="color: #8b0000;">●</span> Technology shifts</li> <li><span style="color: #8b0000;">●</span> Changing customer expectations</li> <li><span style="color: #8b0000;">●</span> Reputational risks</li> </ul>	<ul style="list-style-type: none"> <li><span style="color: #c44e52;">●</span> Changing customer expectations</li> <li><span style="color: #f49121;">●</span> Policies and regulations</li> <li><span style="color: #8b0000;">●</span> Carbon pricing</li> <li><span style="color: #8b0000;">●</span> Technology shifts</li> <li><span style="color: #8b0000;">●</span> Reputational risks</li> </ul>	<ul style="list-style-type: none"> <li><span style="color: #8b0000;">●</span> Carbon pricing</li> <li><span style="color: #8b0000;">●</span> Policies and regulations</li> <li><span style="color: #8b0000;">●</span> Technology shifts</li> <li><span style="color: #8b0000;">●</span> Changing customer expectations</li> <li><span style="color: #8b0000;">●</span> Reputational risks</li> </ul>
<b>&gt;3°C warming</b> 					

# ENABLING A CLIMATE-FRIENDLY AND SUSTAINABLE TRANSPORT SYSTEM

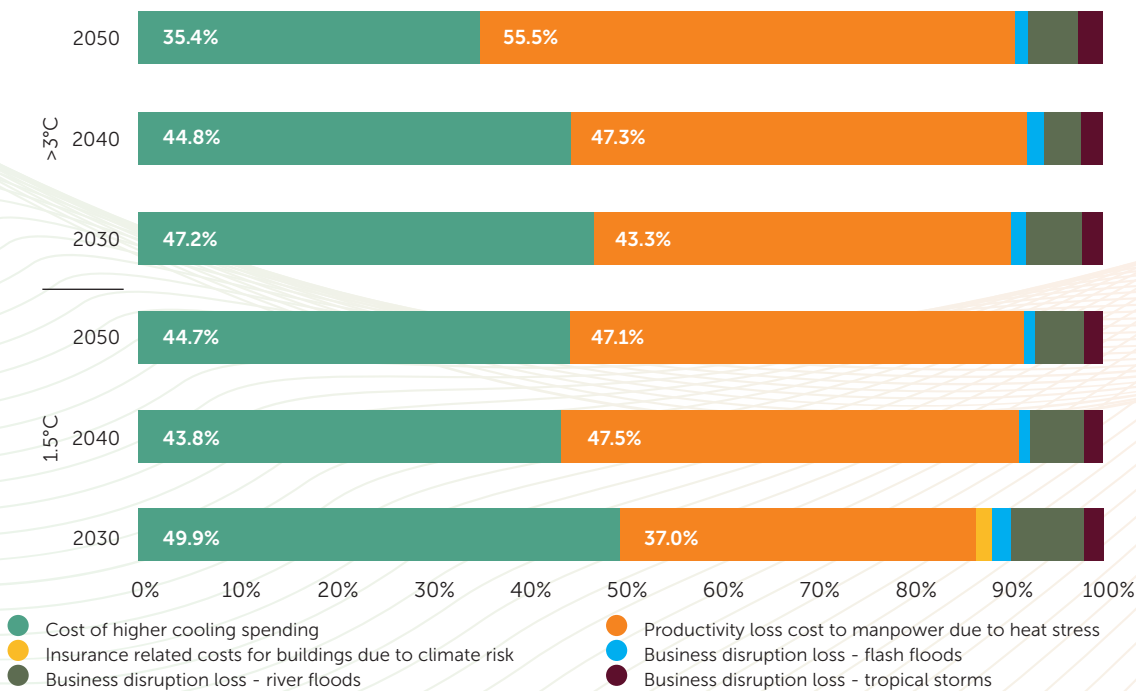
Through the climate screening exercise and scenario analysis, we evaluated the impact of climate-related risks on ComfortDelGro's businesses, strategy and financial planning. We identified that physical risks such as higher mean temperatures, floods and storms may result in higher operational costs, impact staff productivity, business interruptions and loss of revenue. While the transition may result in higher operational costs, it may also present greater financial opportunities on the journey towards low-carbon transport. We have broken down the risks and opportunities identified for the respective countries we operate in, and further identified the time horizons in which the impacts are

felt. More details can be found in the Appendix of this Sustainability Report.

As part of the Group's Enterprise Risk Management (ERM) framework, Business Units must identify critical and emerging risks, prioritise and assess these risks, put in place mitigating controls and implement further action plans to manage these risks. Risks that have been prioritised are regularly monitored and reported, along with their key risk indicators and status of action plans. Business Unit risk reports are submitted to the Group Risk Office for review and consolidation.

These form a basis of a detailed qualitative climate scenario analysis, and wherever credible climate data was available, quantitative analysis was performed. Through this process, we identified the potential financial exposure to climate-related risks and opportunities, strengthening our understanding of the expected impact to our businesses, as well as our resilience to the identified climate risks. The following figure identifies the proportion of additional financial impact by climate risk for the respective year.

**PROPORTION OF FINANCIAL IMPACT TO COMFORTDELGRO BY CLIMATE RISK**





# ENABLING A CLIMATE-FRIENDLY AND SUSTAINABLE TRANSPORT SYSTEM

The scenario analysis establishes the potential additional financial impact from the unmitigated climate risks, for the short-, medium- and long-term horizons. In both the 1.5°C and >3°C scenario, the predominant quantified financial impact is related to effects on manpower, with over 85% of the proportion of financial impact from rising temperatures and heat stress for all time horizons. This impact is estimated to be financially material<sup>20</sup>.

Carbon prices<sup>21</sup> can be used as an indicative proxy in determining a country's speed of transition and how it is adapting to and mitigating climate change. The carbon price in countries in which ComfortDelGro operates could result in an indirect financial cost through rising prices of electricity. The impact of these are expected to be financially immaterial, as our public transport contracts include fuel indexation mechanisms so price increases will be largely be pass-through.

The results from the climate scenario analysis are incorporated into our overarching ERM strategy and processes, as well as into the operational strategies of our Business Units for the effective management of relevant climate-related risks and opportunities. The climate-related risks such as natural disasters are incorporated into our ERM framework and risk registers. Although climate-related risks are not always immediate Tier 1 risks, they remain on ComfortDelGro's risk register with controls in place to mitigate its impact. If these risks become more pertinent, they are prioritised and escalated for active management. We have in place necessary resilience strategies and measures such as business continuity plans and crisis management plans to mitigate and adapt to climate-related risks.

The results from the screening exercise and the climate scenario analysis provided the Group with a targeted analysis into the material risks and opportunities presented by climate change. These results will be used to enhance governance, strategy and risk management practices in our organisation. A key component of our sustainability strategy is to keep track of the established environmental metrics and ensure we are progressing towards our short-, medium- and long-term targets.

Moving forward, we aim to continually strengthen our TCFD reporting and align with market practices, regulatory requirements, and industry reporting practices. This includes working closely with our Business Units to understand their perception of the climate risks and opportunities to strengthen the organisation's mitigation and adaptation strategies. This would also entail exploring additional metrics and targets related to climate risks such as remuneration considerations.

For more information on our climate-related risks and opportunities, please refer to ComfortDelGro's TCFD Report 2023 on our website.

## OUR INITIATIVES

ComfortDelGro has developed business continuity plans (BCPs) to address physical climate hazards which we may face. Based on the hazards evident locally, each of our Business Units, depots, and offices has a specific and unique BCP. Our BCPs reduce the possibility of disruption to our operations and catastrophic loss to our people, information databases, and other assets. These plans involve the discovery and preparation of recovery facilities, keeping communication channels open through operational

procedures, safeguarding our customers and workers, recovering information databases, and ensuring the continuity of vital business operations.

In response to the evolving landscape of sustainable business practices and in adherence to the reporting requirements set forth by the International Sustainability Standards Board (ISSB), the imperative for climate transition planning has become more pronounced.

ComfortDelGro recognises the importance of putting in place a credible transition plan. As a forward-looking entity, we are committed to exploring and implementing a comprehensive Climate Transition Plan in the ensuing years. With this in mind, the following outlines some of our current transition and decarbonisation activities.

## CLIMATE FRIENDLY MOBILITY

### Cleaner Energy Fleet

- In 2022, ComfortDelGro Bus began transitioning its services at the National University of Singapore (NUS) and Nanyang Technological University (NTU) campuses to electric buses. We currently operate a fully electric fleet of shuttle buses, and are the largest electric private bus operator in Singapore. The electric buses are wheelchair accessible and equipped with a telematics system that keeps track of the different aspects of the driving patterns, including the amount of time spent idling and turning corners. We have 31 operational e-buses across NUS' campuses and 18 e-buses across NTU's campuses to serve the commuting needs of the two institutions.

<sup>20</sup> Risk impacts estimated based on our current inputs are considered financially material if the financial impact is >5% of ComfortDelGro's 3 year rolling average EBITDA (FY2020, FY2021, FY2022). All assumptions and limitations related to the assessment of climate risk can be found in the Appendix of the full TCFD report accordingly.

<sup>21</sup> Carbon prices are inclusive of carbon taxes, emissions trading schemes, and other related instruments that capture the cost of GHG emissions. Carbon prices as a term is used in this report to encapsulate and cover the various types of mechanisms relevant to the global context in which ComfortDelGro operates.

# ENABLING A CLIMATE-FRIENDLY AND SUSTAINABLE TRANSPORT SYSTEM



SBS Transit hybrid bus



CDC Australia trials fully electric EV bus

- SBS Transit has 32 electric buses and 25 hybrid buses in its fleet. Working closely with the Land Transport Authority (LTA) of Singapore, SBS Transit strives to continuously increase the total number of electric buses in its fleet in accordance with LTA's target of ensuring that Singapore's entire fleet of public buses utilises cleaner energy by 2040.
- Metroline has 912 cleaner energy hybrid, electric and hydrogen buses, and 80% of the ICE vehicles in its fleet are compliant with Euro 6 standards. 74 more electric buses are expected to enter service in the first half of 2024.
- CDC Australia commenced its Zero Emissions Bus Trial in Melbourne's south-eastern suburbs, in partnership with the Victorian Department of Transport and industry leaders. The trial has started with eight battery-electric buses covering Huntingdale station, Monash University, Gardenvale and Ormond Stations. Additionally, to provide a successful and reliable electrification of these services, Australia's first offsite bus charging station is now operating at Monash University interchange. This is complemented by the charging stations at CDC's Oakleigh depot.
- Likewise, our operations in China continue their transition towards a cleaner energy vehicle fleet, taking up an additional 2,886 EVs in 2023. As of 2023, 67% of our China taxi fleet are fully electric.
- In New Zealand, Auckland One Rail (AOR) works with Auckland Transport and Kiwirail to optimise the network for energy efficiency. Auckland Transport takes care of all the development aspects including funding whereas AOR supports their operations and aligns with their development strategy. As part of the network development, we have completed the electrification of the train line phasing out the remaining diesel engines in September 2023.



Metroline electric bus in London



AOR electric train

# ENABLING A CLIMATE-FRIENDLY AND SUSTAINABLE TRANSPORT SYSTEM

## SUSTAINABLE PRODUCTS AND SERVICES

Collaboration and partnerships with peers and industry leaders are key pillars to the acceleration of our climate action and progress towards the adoption of cleaner energy vehicles. The following highlights some of our collaboration and partnerships undertaken to further sustainable products and services.



## Enabling Transition to Sustainability Mobility

- ComfortDelGro Rent-A-Car (CRAC) recognises the increasing trend on sustainable freight and introduced electric vans of various brands under its EV leasing program. It has a fleet of more than 100 electric vans and growing, to help drive sustainable logistics in Singapore.
- Our partnership with DHL entails 80 electric vans which helps the company to reduce the tailpipe emissions of its logistics operations in Singapore. We also partnered SATs, PestBusters and other companies to replace their ICE vans, as part of their renewal exercise to drive their sustainability commitment.
- Expanding our business to increase the options of commercial electric vans in Singapore, ComfortDelGro Engineering (CDGE) became the exclusive distributor of ChangAnKuaYue commercial electric vehicles in 2023.

## Capacity Building

- In February 2023, ComfortDelGro Driving Centre launched Singapore's first Electric Motorcycle Familiarisation Course. This familiarisation course is created especially for motorcyclists who already possess a valid Class 2A or 2B licence and are considering to buy an electric motorcycle in future. This follows the introduction of electric motorcycle options for Class 3A licence learners in 2022, and they announced plans to increase the number of electric cars in its training vehicle fleet to 100 by 2030.

- VICOM Emission Test Laboratory underwent an S\$3 million upgrade in January 2023. The new test equipment meets the new global emissions standards under the Worldwide Harmonised Light Vehicles Test Procedure, and can test hybrid and electric vehicles. All newly imported vehicles are required to have emission test reports from approved sources before they can be sold in Singapore.



# ENABLING A CLIMATE-FRIENDLY AND SUSTAINABLE TRANSPORT SYSTEM



CDGE Academy NESS Course



CDG ENGIE EV Charger

- Jointly developed with its knowledge partner, TÜV SÜD's Academy division in Singapore, CDGE's National Electric Vehicle Specialist Safety (NESS) Certification Course upskills technicians and engineers in the automotive industry. The course focuses on baseline competencies in the safe handling of EV high-voltage systems and equips participants with the necessary knowledge and skillset to become a certified EV technician within two months. In 2023, CDGE Academy trained over 40 in-house technicians for their NESS Certification, totaling to more than 2,500 training hours.

## EV Infrastructure

- ComfortDelGro ENGIE (CDG ENGIE) doubled its EV charging network in 2023, installing over 800 charging points, with an additional 4,200 in the pipeline.
- CDG ENGIE's newest fast charging hubs at Our Tampines Hub and CityCab at Sin Ming offer 10 fast charging points – the largest number of points by an operator at a single location offering up to 120kWh power to users in Singapore.

CDG ENGIE also partnered with local tech start-up, Beep, to increase EV charging accessibility. Beep launched the platform Voltality, which will allow EV drivers to access more than 1,350 charging points, including CDG ENGIE's chargers, from 11 different operators with a single account sign-up.

CDG ENGIE has extended its reach across the Causeway for our long-distance drivers, together with Yinson GreenTech. This expanded network will offer motorists across both sides of the Causeway a combined network of over 8,000 charge points by 2030, contributing to the electrification of mobility and reducing range anxiety of EV drivers.

- In 2023, our JV, Guangzhou ComfortDelGro Guangjiao New Energy Company, with Guangzhou Public Transport Group was set up, focusing on deploying and operating EV charging infrastructure and related services. The joint project includes the delivery of 240 chargers with a total capacity of 21,600kW. Located in the Huangpu and Baiyun Districts in Guangzhou, these charging points will support the operation of 480 electric buses.

## Tapping technologies

- In 2019, we adopted EV battery swapping technologies for our taxi fleet in Beijing. By the end of 2023, this was expanded to Shanghai and Jilin, including the 190 Hongqi EQM5 taxis that were rolled out by Jilin ComfortDelGro Taxi. These taxis are able to travel up to 300km with each battery swap, offering a solution to address declining battery performance issues during the harsh winter.



Jilin taxi battery swap in China

# ENABLING A CLIMATE-FRIENDLY AND SUSTAINABLE TRANSPORT SYSTEM



Metroline's hydrogen bus in London

## OUR PERFORMANCE AND THE WAY FORWARD

### Our fleet composition and transition plan

Today, hybrids and EVs account for 48% of our global vehicle fleet, and we are on track to transition 90% of our car fleet and 50% of our bus fleet to cleaner energy vehicles by 2030.

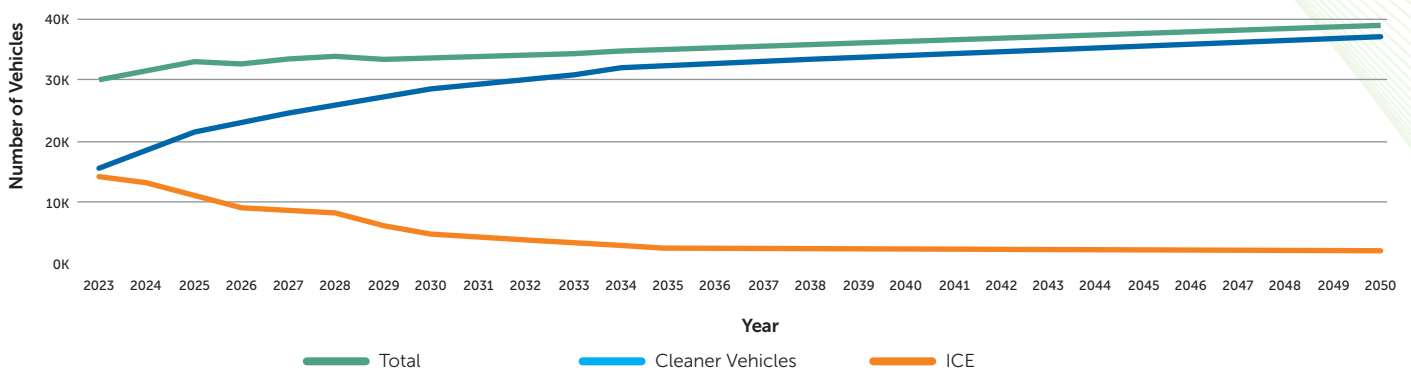
The foundation of our climate change adaptation and mitigation efforts is the phasing out of our ICE vehicles and

the introduction of hybrid or EV. Our decarbonisation plan lays out a pathway which we will take to replace traditional ICE vehicles with hybrid, electric and hydrogen vehicles.

The majority of our existing fleet of ICE vehicles already meet the latest vehicle standards or its equivalent – Euro 5 or higher. These vehicles produce lower levels of harmful exhaust emissions such as nitrogen oxide, carbon monoxide, hydrocarbons, and particulate matter.

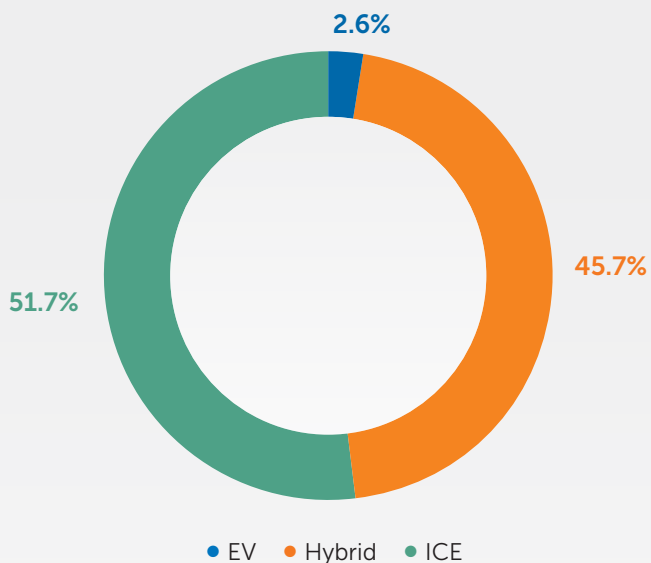
Moving forward, we aim to increase the rate by which we adopt cleaner and environmentally friendlier vehicles globally. To do so, we will monitor and review our fleet transition plan regularly to account for the technological advances, regulatory requirements, and developments of commercially viable clean energy vehicles.

### NUMBER OF VEHICLES OVER TIME

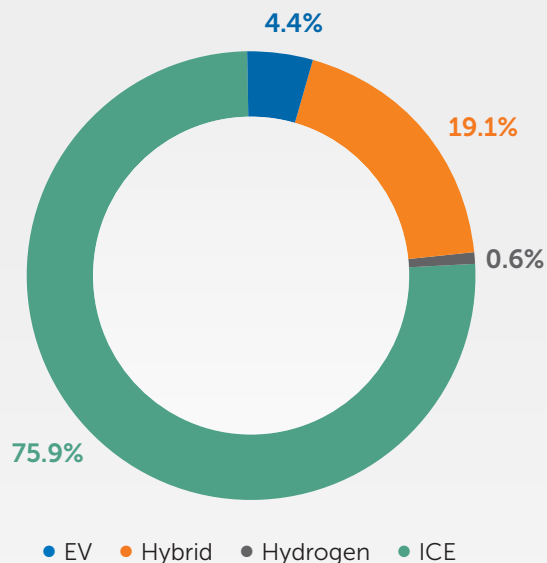


# ENABLING A CLIMATE-FRIENDLY AND SUSTAINABLE TRANSPORT SYSTEM

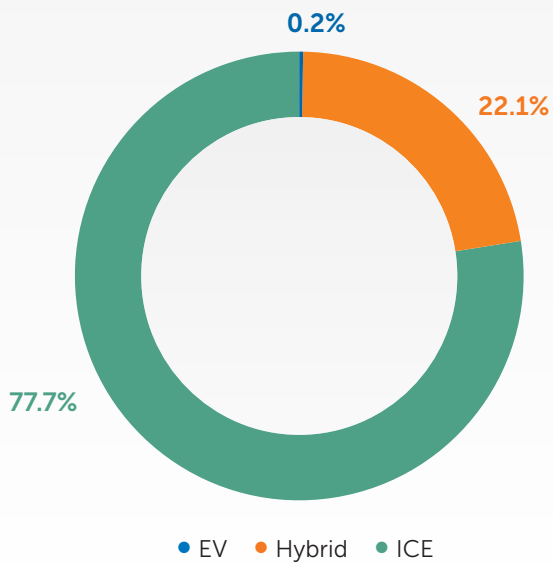
SINGAPORE FLEET VEHICLES BY FUEL TYPE, 2023



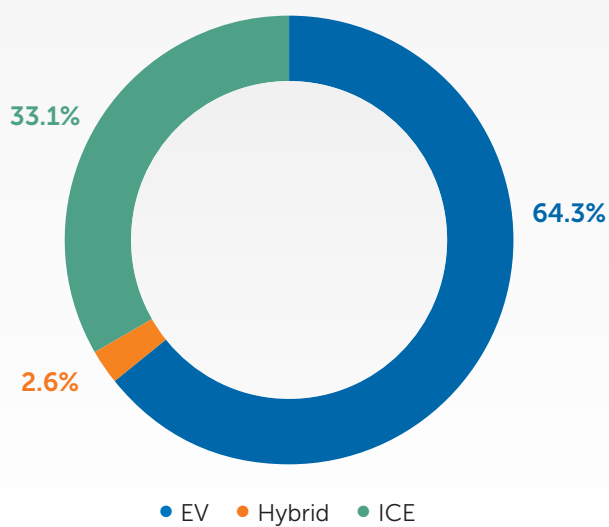
UK & IRELAND FLEET VEHICLES BY FUEL TYPE, 2023



AUSTRALIA FLEET VEHICLES BY FUEL TYPE, 2023



CHINA FLEET VEHICLES BY FUEL TYPE, 2023



# ENABLING A CLIMATE-FRIENDLY AND SUSTAINABLE TRANSPORT SYSTEM

## RESOURCE STEWARDSHIP

Ensuring responsible use of natural resources such as reducing water and waste in our operations is paramount to environmental sustainability.

## WASTE

### WHY THIS MATTERS TO US

Appropriate waste management and the efficient use of natural resources are essential to minimising the environmental impact of our operations. With businesses across multiple geographies, ComfortDelGro is conscious of our role in responsible management of resources, including the waste we generate.

Proper waste and end-of-life management can be especially essential in our transition to electric vehicles which utilise batteries.

Considerations for the future of EV batteries such as devising efficient and practical solutions to manage the disposal of used EV batteries, is essential to ensure the environmental sustainability of our operations.

### HOW WE MANAGE THIS

ComfortDelGro's primary sources of waste are from our everyday operations, as well as waste generated by commuters at train stations and bus interchanges. The company adheres to the waste management regulations of each operating location, and engages authorised contractors to handle waste.

In all regions of our operation, regulators and governments have established priorities and targets in the management of waste. Singapore's Waste Masterplan aims to increase recycling rates to 70% and reduce daily waste-to-landfill per capita by 30% by 2030. Additionally, the Singapore public sector has set a target to reduce waste disposed by 30% by 2030 against a 2020 baseline. In the UK, the objective is to recycle 65% of municipal waste and reduce the amount of waste sent to landfills to 10% by 2035.

In line with these national targets, ComfortDelGro strives to enhance waste management in our offices by implementing efficient systems and obtaining relevant eco-certifications where applicable. When our vehicles



have reached their end of life, they are dismantled, and recoverable materials are salvaged for recycling. Any hazardous waste from our operations or vehicle maintenance is dealt with by specialised contractors to ensure responsible disposal.

### OUR INITIATIVES

ComfortDelGro is actively involved in various waste reduction initiatives, demonstrating its support for national strategies. In Singapore, National Environment Agency's Say Yes to Waste Less campaign is one such initiative in which we have actively participated since 2019. This year marks the fifth year of our involvement in this project, aiming to educate the community on reducing single-use disposables.

Within our offices, we have placed recycling bins for paper, plastics, and cans to encourage recycling behaviour. Responsible consumption habits are also promoted among employees by displaying awareness posters about recycling and proper waste disposal in noticeable locations such as notice boards, pantries, and restrooms, furthering the commitment to mindful resource usage. Our subsidiaries have also been encouraged to uphold resource stewardship, including reduced consumption of materials such as paper.

In SBS Transit, bus operations use electronic devices with the installation of Bus Mobile Maintenance System to reduce paper waste at our bus depots. This streamlines bus operations by allowing bus captains and technicians to use digital checklists

for maintenance tasks and to access necessary documents such as work instructions, drawings and electrical schematics.

At Moove Media's offices, we utilise eco-solvent inks that are much eco-friendlier than traditional printer inks. Eco-solvent inks are used for printing onto vinyl stickers, and are a popular choice for vehicle wraps due to their resiliency and lack of corrosive volatile organic compounds. These inks are less damaging to the printer, produce less odour, and are more resilient to weather conditions.

Through our corporate venture capital fund, we invested in NEU Battery Materials, a Singapore-based lithium-ion battery recycling startup pioneering the electrochemical redox targeting technology, for the sustainable recycling of battery materials. Their patented process requires electricity as its only consumable, and utilises regenerative chemicals to avoid toxic waste and harsh acids. This process is therefore less environmentally polluting than commonplace methods such as hydrometallurgy and pyrometallurgy, paving the way for the wider adoption of a more sustainable method to recycle all forms of lithium-ion batteries. This initiative will further enable us to form new partnerships with EV equipment and battery manufacturers to advance the adoption of their technology in the industry. To boost capabilities, NEU Battery Materials has begun research into recycling other lithium battery chemistries, such as the cobalt-based batteries used in smart devices and EVs.

# ENABLING A CLIMATE-FRIENDLY AND SUSTAINABLE TRANSPORT SYSTEM



Across our global operations, we have undertaken measures to make full use of our vehicles that have reached their end of life.

- In Singapore, SBS Transit's decommissioned buses are upcycled and donated to special education schools to help their students learn how to travel safely and independently on public buses. These buses are also used by hospitals for patient rehabilitation. SBS Transit continued its tyre retreading initiative in which bus tyres are retreaded twice prior to being disposed.
- In the UK, Metroliner looks to ensure the continued use of out-of-service vehicles. In 2023, 84 out of 86 vehicles that ended its service continue to be used by operators outside of London.
- In Australia, retired buses are stripped and recycled where possible. Fit-for-use vehicles will be donated for various causes including Sleepbus, a temporary overnight accommodation for the homeless, or donated to Fire Rescue Victoria for firefighting exercises and mass casualty rescue scenarios.
- In China, vehicles are sold to second-hand car dealers when they reach end of life, or handed over to vehicle scrapping plants for disposal as per local requirements.
- In New Zealand, waste can be traced back to the trains and train stations operated by Auckland One Rail (AOR). Being aligned to New Zealand's goal to reach Zero Waste by 2050, AOR works together with Auckland Transport towards waste reduction where they operate.

## OUR PERFORMANCE AND THE WAY FORWARD

Our businesses proactively monitor, measure, and report our waste data in alignment with local regulations. In areas and operations where waste production and consumption are significant, measures to manage and curtail waste are pinpointed and executed.

In 2023, 100% of our Singapore offices received the Eco-Office certification, with 15 out of 21 office premises achieving Elite tier – the highest tier – due to energy efficiency measures, and better waste and water management. Moving forward, ComfortDelGro will continue to implement waste reduction initiatives to enhance our resource stewardship and minimise our waste generation.

We aim for 50% of all offices and buildings globally to be environmentally friendly by 2030, and 100% by 2050, and to continue to improve our waste management systems to reduce our waste generated and increase our recycling rates.



# ENABLING A CLIMATE-FRIENDLY AND SUSTAINABLE TRANSPORT SYSTEM



## GRI 305-3: Waste Generated<sup>22</sup>

TOTAL WASTE GENERATED (TONNES)	2019 (BASELINE)	2021	2022	2023	% CHANGE FROM BASELINE YEAR
<b>Hazardous</b>	4,066	4,471	5,063	5,596	38%
<b>Non-Hazardous</b>	2,979	3,842	6,216	11,239	277%
<b>E-Waste</b>	3	2	4	13	333%
<b>Total</b>	7,048	8,315	11,283	16,848	139%

## GRI 306-5: Waste Directed to Disposal

WASTE DIRECTED TO DISPOSAL (TONNES)	2019 <sup>23</sup> (BASELINE)	2021	2022	2023	% CHANGE FROM BASELINE YEAR
<b>Hazardous Waste</b>					
<b>Landfill<sup>24</sup></b>	-	3	0	10	100%
<b>Incineration-</b>	-	23	5	3	100%
<b>Total</b>	-	26	5	13	100%
<b>Non-Hazardous Waste</b>					
<b>Landfill</b>	882	619	1,109	3,446	291%
<b>Incineration-</b>	885	820	3,041	5,046	470%
<b>Total</b>	1,767	1,439	4,150	8,492	381%
<b>E-waste</b>					
<b>Incineration</b>	-	0.1	0.2	2	100%
<b>Total</b>	-	0.1	0.2	2	100%

## GRI 306-4: Waste Diverted from Disposal

WASTE DIVERTED FROM DISPOSAL (TONNES)	2019 (BASELINE)	2021	2022	2023	% CHANGE FROM BASELINE YEAR
<b>Hazardous Waste</b>					
<b>Recycled</b>	2,212	2,077	2,613	2,571	16%
<b>Reused</b>	1,854	2,368	2,445	2,994	61%
<b>Recovery</b>	-	-	-	18	100%
<b>Total</b>	4,066	4,445	5,058	5,583	37%
<b>Non-Hazardous Waste</b>					
<b>Recycled</b>	1,212	927	806	1,519	25%
<b>Reused</b>	-	1,476	1,260	1,228	100%
<b>Total</b>	1,212	2,403	2,066	2,747	127%
<b>E-waste</b>					
<b>Recycled</b>	1.5	1	2	5.5	267%
<b>Reused</b>	1.5	1	2	5.5	267%
<b>Total</b>	3	2	4	11	267%

22 With an improvement in our data collection methodologies, classification and calculation methods, data for waste generated has been reclassified between hazardous and non-hazardous waste, leading to a restatement of data in 2019, 2021 and 2022.

23 Data for hazardous and e-waste directed to disposal is not available for 2019.

24 With an improvement in our data collection methodologies, classification and calculation methods, data for waste directed to disposal on landfill has been reclassified to waste diverted from disposal for recycled waste, leading to a restatement of data in 2019, 2021 and 2022. Data for recovery, and 2019 non-hazardous waste reused directed from disposal is not available prior to 2023.

# ENABLING A CLIMATE-FRIENDLY AND SUSTAINABLE TRANSPORT SYSTEM



## WATER

### WHY THIS MATTERS TO US

Water is an essential resource for communities and ecosystems to thrive. With the scarcity of freshwater and limited access to potable water, it is imperative for responsible water management and consumption to be practised. The majority of the water consumption in ComfortDelGro's operations is for washing and maintenance of our taxis, cars, buses and trains, which is vital for our consumer safety and hygiene. As much as possible, we strive to effect good and efficient water management.

### HOW WE MANAGE THIS AND OUR INITIATIVES

ComfortDelGro strives to adopt optimal water conservation practices, implementing efficient water management practices in our buildings such as sensor flushing and water efficient taps to regulate water usage. Our train and bus washing machines are equipped to collect, filter, and recycle approximately 80% of the water

used in the washing process. We also focus on improving water efficiency by upgrading fixtures such as wash basin taps and toilet flushing systems, across our office premises.

We work towards improving our water management systems for our office premises through the relevant green certifications in the countries we operate in. For Singapore, we follow guidance set by the Singapore Environmental Council and obtain Eco-Office certification for all of our office premises. We have also obtained Water Efficient Building (WEB) (Basic) certification awarded by the Singapore Public Utilities Board (PUB) in 2020, as recognition of our efforts. We will also be looking into obtaining equivalent office building certifications for our global operations.

In the UK and Ireland, our business units harvest and utilise rainwater to keep our coaches clean, to reduce the reliance on municipal water sources. Similarly, our Australian operations use rainwater captured from roofs and stored in tanks

to wash the buses. In New Zealand, water consumption is mainly attributed to train maintenance, to which AOR has set year-on-year water usage reduction targets, in alignment with our client Auckland Transport.

### OUR PERFORMANCE AND THE WAY FORWARD

Our water management measures and initiatives have resulted in a 36% reduction in water consumption in 2023, as compared to 2019 baseline year. In pursuit of environmental stewardship, we have established progressive targets for our global office buildings to attain eco-friendly certification status.

We aim for 50% of all offices and buildings globally to be environmentally friendly by 2030, and 100% by 2050. We continue to improve our water management systems as part of an ongoing commitment to enhance water management practices and reduce the overall ecological impact of our operations.

# ENABLING A CLIMATE-FRIENDLY AND SUSTAINABLE TRANSPORT SYSTEM



GRI 305-3: Water withdrawn by source (megalitres)

	2019 (BASELINE)	2021	2022	2023	% CHANGE FROM BASELINE YEAR
Utilities (Municipal)	2,271	1,983	1,447	1,394	-39%
Utilities (SG:NEWater)	30	97	87	75	150%
Rainwater	1	2	19	4	300%
Groundwater <sup>25</sup>	- <sup>26</sup>	1	1	1	100%
<b>Total</b>	<b>2,302</b>	<b>2,083</b>	<b>1,554</b>	<b>1,474</b>	<b>-36%</b>

GRI 303-5: Water Consumption (megalitres)

	2019 (BASELINE)	2021	2022	2023	% CHANGE FROM BASELINE YEAR
<b>Total Water Consumption</b>	<b>2,302</b>	<b>2,083</b>	<b>1,554</b>	<b>1,474</b>	<b>-36%</b>

SGX Core Metric: Water consumption intensity

	2019 (BASELINE)	2021	2022	2023	% CHANGE FROM BASELINE YEAR
<b>Total Water Consumption Intensity (megalitres/\$M revenue)</b>	<b>0.590</b>	<b>0.595</b>	<b>0.411</b>	<b>0.380</b>	<b>-36%</b>

25 With an improvement in our data collection methodologies, our groundwater consumptions have been recalculated using the revised figures, leading to a restatement of water withdrawn, water consumption, and water intensity data in 2021 and 2022.

26 Data for water withdrawn by groundwater source was not available prior to 2021.



**SOCIAL:**

**SAFEGUARDING  
THE WELLBEING,  
HEALTH AND  
SAFETY OF OUR  
PEOPLE, PATRONS,  
AND COMMUNITIES**

# SAFEGUARDING THE WELLBEING, HEALTH AND SAFETY OF OUR PEOPLE, PATRONS, AND COMMUNITIES

As a multi-modal mobility operator spanning different countries, we recognise our role in engaging with diverse stakeholders, especially customers and employees. We are dedicated to ensuring the safety and well-being of both customers and employees, aiming to enhance their mental, physical and emotional health through various initiatives. We believe that these efforts are key to achieving outstanding customer service and maintaining an efficient workforce.



Transport Safety Matters at Metroline

## HEALTH AND SAFETY

### WORKPLACE SAFETY & HEALTH

#### WHY THIS MATTERS TO US

Our workforce forms the foundation of our operations. As such, safeguarding health and safety is paramount. We adhere to a safety-first approach that not only focuses on employees, but also on the broader public that interacts with our services.

#### HOW WE MANAGE THIS

ComfortDelGro's Workplace Safety and Health (WSH) systems are in compliance with both the local

regulatory requirements and recognised international safety standards, including ISO 14001, ISO 45001, ISO 9001 and ISO 50001. These standards provide the framework for us to establish processes that identify, assess and manage health and safety risks in the workplace, which includes all employees, vendors, contractors, and operators within the premises. This underscores our belief that safety is a collective responsibility within our business ecosystem.

We proactively engage in hazard identification and risk assessment processes on a regular basis to mitigate potential workplace risks. Thorough

annual risk evaluations and independent physical checks are part of our approach to pre-emptively detect and address any risks that could negatively affect our workers.

To cultivate a safety-conscious work environment, we offer safety awareness programmes and trainings throughout our Business Units. These trainings are in line with local regulations, and are delivered by certified training agencies. SETSCO employees undergo safety training, orientations, and site familiarisation tailored for specialised sectors like shipyard, marine, construction, and oil/petrochemical

# SAFEGUARDING THE WELLBEING, HEALTH AND SAFETY OF OUR PEOPLE, PATRONS, AND COMMUNITIES

industries. Similarly, SBS Transit has enhanced risk assessment briefings for risk assessment teams, equipping them with the necessary knowledge and skills to identify and mitigate potential hazards effectively. This helps to foster a culture of safety and encourages proactive hazard management.

In Singapore, most of our Business Units attained the bizSAFE Partner certification, highlighting our proactive commitment to safety and wellbeing in the workplace. This certification is a testament to our efforts in actively involving and onboarding business partners, including vendors and contractors, into the bizSAFE programme. By incorporating these crucial stakeholders into our safety initiatives, we aim to build a unified bizSAFE community that prioritises and upholds the highest standards of safety across our collaborative endeavours, reinforcing our dedication to create a safer work environment.

In 2023, SBST Rail collaborated with NTUC to launch a nationwide safety campaign, "Spot, Stop, and Report" at Sengkang Depot, aimed at promoting an open communication safety culture. This initiative, coupled with SBST's management signing a pledge during the event, positions the company as a leading advocate for transparent health and safety reporting within the industry.

For our private mobility services, efforts have been made to improve our facilities by installing anti-slip mats and railings, educate staff through case studies and e-learning platforms, and conduct routine inspections. Vehicular safety is ensured through telematics that monitor driver behaviour, and collaboration with clients has led to enhancements in site safety. Additional initiatives focus on preventing over-exertion and injuries, and stress the importance of ongoing safety education and adherence to established processes. The ultimate goal of these endeavours is to cultivate a safety-conscious environment and effectively reduce workplace accidents.

In the UK, Metroliner's employees completed the Wellbeing People online

training, which covers engagement, education, and empowerment in wellbeing. Similarly, Adventure Travel demonstrated a robust commitment to internal health and safety standards, including obtaining the Safety Management Advisory Services (SMAS) accreditation in October 2023. The company extends health and safety initiatives to contractors, customers, and suppliers, with measures such as Disclosure and Barring Service checks for employees, first aid training, and regular WSH meetings.

In our Australia operations, the business has outlined three key actions aimed at enhancing injury management processes alongside planned prevention initiatives. Firstly, they intend to promote and measure the uptake of Priority Care services, facilitating quicker access to medical treatment for injured workers to expedite their return to work. Secondly, they plan to enhance Return-to-Work Plans by assigning administrative tasks and providing training to facilitate prompt reintegration into the workforce. Lastly, the business aims to expedite investment decisions to address identified hazards and risks within depots, demonstrating a proactive approach to reducing injuries at the workplace. As bus rollaway is one of our highest risks in Australia, our team in the Northern Territory developed a Bus Rollaway Prevention Instructional training which all employees are required to undertake.

In China, all employees attend regular safety training. Employees who work in garages and inspection workshops receive safety gear such as reflective clothing, helmets, insulating shoes and gloves. Additional training and qualifications are also provided to those in charge of safety production management. In 2023, two-thirds of our employees in Jilin ComfortDelGro Taxi have passed the certificate of safety production, in addition to the virtual safety training.

Across the Group, we ensure that third-party suppliers and contractors are informed of our health and safety

policies through Contractor Induction Packages, Supplier Agreements and Tender Documents prior to the commencement of any work. Furthermore, all of our operations undergo a due diligence process that ensures all third-party business partners are furnished with the necessary licences and documentation that are aligned with our standards and expectations. ComfortDelGro Taxi's vendors are required to have a Method Statement and Risk Assessment reviewed and approved by our Safety Officers prior to any commencement of work.

As a means of further minimising harm and danger arising from our activities, we empower our employees and workers to report any work-related hazards, without the fear of reprisals. Our Whistleblowing Policy safeguards our employees against any adverse actions in the event that they raise hazardous and safety concerns. This supports our endeavour to instil a strong sense of health and safety culture within our business. Employees who wish to report incidents or hazards can do so to their supervisors, their WSH committee representatives or anonymously through whistleblowing channels. For instance, in our Australia operations, employees are equipped with a company mobile application and workplace kiosk where they can report incidents, risks, and potential hazards.

In the event of unsafe work circumstances or dangerous situations, all employees are reminded to remove themselves from the situation. For example, Australia's national legislations stipulates a worker's right to cease work if there is reasonable concern of an exposure to health and safety risk. Similarly, our trained Health and Safety representations are given the full authority to issue stop-work notices in situations deemed unsafe and take on any necessary mitigation steps before the resumption of work.

All incidents and breaches of WSH conduct are reported to our management and investigated for the cause and corrective actions required.

# SAFEGUARDING THE WELLBEING, HEALTH AND SAFETY OF OUR PEOPLE, PATRONS, AND COMMUNITIES

These reports are analysed to assess whether they are consequences of systemic issues or events that can be addressed through additional training or a change of procedures.

## OUR PERFORMANCE AND THE WAY FORWARD

In 2023, the Group recorded one fatal workplace incident in Australia. A school bus operated by CDC South East Queensland collided with two camels near Rockhampton, central Queensland, fatally injuring the driver. There were no children on the bus at the time.

CDC Australia has consistently had a programme of controls in place to ensure workplace safety and health for all staff and third parties. We performed a comprehensive review on our health and safety approach, made

further enhancements, and continued educating our staff and third parties to improve our workplace safety and health awareness.

In 2023, there were no high-consequence injuries reported across all operating jurisdictions. In Singapore, the overall work-related injuries rate decreased by 24% from 2.96 to 2.26 compared to 2022. This rate is also lower than the published national industry statistic, due to numerous safety initiatives and campaigns aimed at reducing injury rates. In Australia, our 2023 work-related injury rate of 16.84 was higher than the previous year's 11.79 and the national industry benchmark of 13.2. Analysis of the increase in injuries were attributed to overexertion and strenuous movement-related hazards. In response, we introduced several

initiatives including a new operating timetable that provides more rest periods, training on driver seats and we accelerated the roll out of powered stretchers in our Non-Emergency Patient Transport Business. Our focus on physical hazard identification and remediation has also been enhanced to reduce the risk of slips, trips and falls within depots. This has resulted in a reduction in work-related injuries. The Management will continue to focus on analysing injury root causes and implementing preventive measures. In the UK, the work-related injuries rate decreased from 3.42 to 3.27, a 5% reduction from 2022. This is still above the industry average of 2.7, indicating additional efforts are required to further address injury mechanisms.



GRI 403-9: Work-related injuries

WORK-RELATED INJURIES	FOR ALL EMPLOYEES	FOR WORKERS WHO ARE NOT EMPLOYEES BUT WHOSE WORK AND/OR WORKPLACE IS CONTROLLED BY THE ORGANISATION
Number of fatalities from work-related injuries	1	0
Number of high-consequence work-related injuries	0	0
Number of recordable work-related injuries	256	11
Main types of work-related injury	Slips, trips, fall, traffic accidents	
Number of hours worked	63,445,017	9,770,415

GRI 403-9: Work-related injuries<sup>27</sup>

RATE OF WORK-RELATED INJURIES	FOR ALL EMPLOYEES	FOR WORKERS WHO ARE NOT EMPLOYEES BUT WHOSE WORK AND/OR WORKPLACE IS CONTROLLED BY THE ORGANISATION
Rate of fatalities from work-related injuries	0.02	0
Rate of high-consequence work-related injuries	0	0
Rate of recordable work-related injuries	4.03	1.13

27 The calculation of the rates of work-related injuries is based on the formula of (number of work-related injuries / number of man hours worked) x 1,000,000.

# SAFEGUARDING THE WELLBEING, HEALTH AND SAFETY OF OUR PEOPLE, PATRONS, AND COMMUNITIES

Work-related injuries – By regions<sup>28</sup>

RECORDABLE WORK-RELATED INJURIES	2021		2022		2023	
	NUMBER	RATE	NUMBER	RATE	NUMBER	RATE
Singapore <sup>29</sup>	90	1.63	100	2.96	76	2.26
UK & Ireland	19	1.45	31	3.42	45	3.27
Australia <sup>30</sup>	76	10.25	92	11.79	134	16.84
China	5	1.38	0	0	1	0.12

GRI 403-10: Work-related ill health

WORK-RELATED ILL HEALTH	FOR ALL EMPLOYEES	FOR WORKERS WHO ARE NOT EMPLOYEES BUT WHOSE WORK AND/OR WORKPLACE IS CONTROLLED BY THE ORGANISATION
Number of fatalities from work-related ill health	0	0
Number of recordable work-related ill health	24	0
Main types of work-related ill health	Psychological ill health (e.g. stress, anxiety) <sup>31</sup>	

SASB Standards Road Transportation: TR-RO-320a.1: Driver Working Conditions

ACCIDENT & SAFETY MANAGEMENT	TOTAL RECORDABLE INCIDENT RATE ("TRIR") <sup>32</sup>	TOTAL FATALITY RATE
Direct employees	0.81	0.02
Contract employees	0.23	0

ComfortDelGro prioritises health and safety in our workplace, and consistently communicates our measures and expectations through training, education and instilling a safety culture.

We track the safety performance of each Business Unit against published country industry benchmarks or sector averages to ensure that we strive for safety excellence by benchmarking our performance.

<sup>28</sup> The calculation of the rates of work-related injuries is based on the formula of (number of work-related injuries / numbers of man hours worked) x 1,000,000.

<sup>29</sup> We have restated and recalculated the 2022 figures for Singapore to include all injuries, in alignment with our current reporting methodology.

<sup>30</sup> We have restated and recalculated the 2022 figures for Australia due to better data collection and methodologies, reflecting more accurate data.

<sup>31</sup> The causes of these work-related ill health are mainly from stress and anxiety.

<sup>32</sup> The calculation of total recordable incident rate is based on the formula of (number of total recordable incidents x 200,000) / man hours worked. The calculation of total fatality rate is based on the formula of (number of total fatality x 200,000) / man hours worked.



# SAFEGUARDING THE WELLBEING, HEALTH AND SAFETY OF OUR PEOPLE, PATRONS, AND COMMUNITIES



## PUBLIC HEALTH & SAFETY

### WHY THIS MATTERS TO US

As a global transport service provider, the health and safety of our commuters and customers is our key priority. We strive to ensure safe and reliable transportation for all. At ComfortDelGro, we instil and drive a safety-first thinking, extending beyond our commuters and customers to other road users.

### HOW WE MANAGE THIS AND OUR INITIATIVES

With a focus on optimal public health and safety, ComfortDelGro has undertaken several initiatives and measures to ensure the services we provide are of the highest safety standards. In Singapore, these initiatives include providing safety trainings for our bus captains at SBS Transit, installing technological solutions such as the iSafe System, GoldenEye and MobilEye — a smart camera that detects, analyses, and monitors the road conditions, providing real-time audio-visual warning to the bus driver.

Similarly, our newer fleet of buses in Singapore received Integrated Smart Advance Warning Units (I-SAW-U) from the Land Transport Authority, acting as an extra set of eyes to pre-warn bus captains of obstructions and subjects in their blind spots. The device alerts bus captains about pedestrians, or in a case when the bus strays off its lane. Our buses are also equipped with a built-in Collision Warning & Emergency Brake which helps initiate braking if the bus driver does not respond in time. These safety enhancements support drivers and help avoid critical situations and accidents.

As a further precaution to ensure our vehicles are travelling at the required speed limits, a Vehicle-Activated Speed Display is installed in our buses. This system provides instant feedback to the bus captains. An additional blinker light sensor system also alerts drivers of oncoming buses when reversing out of parking lots.

Health facilities and support services such as first aid kits and Automated External Defibrillator (AEDs) are provided in our Singapore operations such as SBS Transit's bus interchanges, bus terminals and train stations, allowing quick access in the event of a life-threatening situation. A portion of our taxis and private bus fleet have also been equipped with AEDs since 2021, allowing our drivers to act as first responders in case of medical emergencies.

To reinforce their status as a safety-driven organisation, SBST Rail also organised an inaugural Safety Symposium. Themed "One Rail Safety Culture – People First", the symposium showcased safety initiatives through compelling video presentations and innovative technology exhibitions, highlighting SBST Rail's dedication to leveraging technology for enhanced safety measures.

At ComfortDelGro Driving Centre, we installed more pedestrian barriers to prevent people from entering the training circuit, and to better direct human traffic. We also repainted the training circuit road markings and visual warning indicators, and added AEDs to each floor of the main building to ensure public safety on site.

In the UK, Metroline continues to educate drivers on fatigue and its associated causes, and fitted 93 buses with Mobileye, an aid for drivers to detect the presence of vulnerable road users. Over half of Metroline's fleet is also fitted with Intelligent Speed Assist (ISA) which limits the bus to the local speed limit. Initiatives such as Night Club at Holloway garage were also held, where 150 drivers learnt about sleep wellbeing and were provided resources to help facilitate better sleep practice.

In Australia, CDC Victoria started a Situational Awareness Training to enhance our drivers' skill set guided by S.P.A.C.E: Scan ahead, around & behind you; Pay attention at all times; Adjust speed and road position; Check environment, mirrors & blind spots; Execute your move safely. This online module also covers topics on hazards on the road and safe driving practices.

CDC Australia also reinforced its commitment to the safety of drivers, customers and road users with a substantial new investment in vehicle safety technology. Working with the technology company, GreenRoad, CDC Australia rolled out leading safety telematics and driver behaviour management solutions to over 1,700 buses located in Victoria, Canberra, and New South Wales. This technology is designed to improve driver performance on the road and increase operational efficiency.

In 2023, CDC Australia also enhanced its roadside breakdown safety training to all drivers. The aim of this training is to strengthen and refresh the drivers' knowledge of what to do in the event of a roadside breakdown.

# SAFEGUARDING THE WELLBEING, HEALTH AND SAFETY OF OUR PEOPLE, PATRONS, AND COMMUNITIES

## PERFORMANCE AND THE WAY FORWARD

ComfortDelGro strives to enhance our customer health and safety through measures that ensure the reliability and safety of our transport services. In 2023, there were no incidents of non-compliance with regulations or voluntary codes related to health and safety, resulting in any fines, penalties or warnings. We continue to track and monitor our road accidents and incidents.

GRI 416-1: Assessment of the health and safety impacts of product and service categories

ASSESSMENT OF THE HEALTH AND SAFETY IMPACTS OF PRODUCT AND SERVICE CATEGORIES	SINGAPORE	UK & IRELAND	AUSTRALIA	CHINA
Percentage of significant product and service categories which health and safety impacts are assessed for improvement	100%	100%	100%	100%

GRI 416-2: Incidents of non-compliance concerning the health and safety impacts of products and services

HEALTH AND SAFETY IMPACT OF PRODUCTS AND SERVICES BY:	2022	2023
Incidents of non-compliance with regulations resulting in fine or penalty	0	0
Incidents of non-compliance with regulations in a warning	0	0
Incidents of non-compliance with voluntary codes	0	0
Total number of incidents of noncompliance with standard requirement and/or voluntary codes	3	1
Total number of incidents of non-compliance with laws and regulations	1	1
Total number and monetary value of fines for instances of non-compliance with laws and regulations that were paid during reporting period	0	0

SASB Standards Road Transportation: TR-RO-540a.1: Accident & safety management

ACCIDENT & SAFETY MANAGEMENT	SINGAPORE	UK & IRELAND	AUSTRALIA	CHINA	TOTAL
Aggregate number of road accidents and incident	6,900	3,658	2,925	2,339	15,822

# SAFEGUARDING THE WELLBEING, HEALTH AND SAFETY OF OUR PEOPLE, PATRONS, AND COMMUNITIES

## OUR PEOPLE

At ComfortDelGro, we strive to foster a culture within our workforce that emphasises the right mindset, skills and competencies. This is reinforced through the inclusive approach we take to develop leaders at all levels, instilling a challenging and conducive environment that promotes continuous learning and teamwork.

Central to this inclusive approach and culture within ComfortDelGro, we demonstrate care for our employees' wellbeing in active two-way engagements. Maintaining active dialogues with our employees enables us to share our business goals and strategies, to better understand their career concerns and aspirations. In doing so, we hope to retain top talents and upskill our employees to drive positive business growth, enhancing our service quality in the long run. We believe that our efforts and measures uphold the spirit of Tripartism, and will continue to establish and maintain positive relationships with trade unions and their representatives.

## EMPLOYEE WELLBEING

### WHY THIS MATTERS TO US

Our people and talent base are essential to our business, growth and success. Our employees and workforce form the core to delivering continued quality service whilst enabling us to connect communities. We remain wholly committed to upholding fair labour and human rights in our operations and aspire to professionally develop, engage and enhance our employees' skills and wellbeing.

Promoting the wellbeing of our employees is one of ComfortDelGro's priorities. Work-life balance contributes to a healthy work environment and is critical to our success as a global transport provider. We believe that employees with a strong sense of wellbeing are more creative and productive, in turn creating a sustainable and positive organisational culture.

Through various initiatives, trainings, and engagements, we strive to ensure the good mental and physical health of our employees.

### HOW WE MANAGE THIS

Throughout the year, our Group Human Resources team curated a series of programmes to help employees improve both physical and mental well-being. We rolled out several webinars and initiatives focusing on promoting stress management, whilst encouraging co-monitoring of peers and colleagues for early intervention if they detect any issues.

In 2023, the various employee engagement events arranged included:

1. Mental wellness (webinars)
  - Silencing your inner critic
  - Calming the anxious mind
2. Health wellness (webinars)
  - Ergonomics
  - Managing 3 highs (salt, sugar, fats)
3. Staff engagement events
  - ComfortDelGro Wellness Day
  - Corporate BBQ Team Bonding Night

In efforts to identify the wellbeing of our employees, SBS Transit worked together with the Workplace Safety and Health Council and their appointed vendor to survey staff and bus captains. This survey helped to identify key focus and concern areas pertaining to their physical and mental health. With the results of the survey, physical and mental health interventions were launched, and a four-part infographic series was communicated to all employees. Additionally, SBS Transit launched a new initiative, Intellect, that aims to provide mental wellbeing support including self-care programmes and counselling for employees who are facing professional or personal challenges.

## OUR INITIATIVES

### SBS Transit MoU with NTUC to adopt UPlay

SBS Transit signed a memorandum of understanding (MoU) with the NTUC Club to be one of the first adopters of UPlay, an innovative one-stop platform that offers a 'phygital' (physical and digital) concierge of curatorial recreation experiences to enhance the social well-being of our employees. With UPlay, employees will now have access to a wide array of fun and engaging experiences that they can enjoy together with their family and friends. With this MoU, we believe that it will enable us to promote wellbeing by combining work and play. Our partnership with NTUC Club will provide our employees with opportunities to relax, recharge and explore their interests outside of work, allowing them to thrive both personally and professionally.

### Managing psychosocial health in our Australia operations

In Australia, CDC Victoria was awarded the WorkSafe Award 2022 – Commitment to Prevention of Mental Injury in the Workplace. The achievement was a result of our Healthy Minds Work programme, which devised strategies to reduce the risk of psychosocial hazards amongst employees. The interventions were created following a comprehensive assessment of all psychosocial workplace hazards and historical mental health claims that utilised existing information such as a workforce survey data, Employee Assistance Programme (EAP) Usage, compensation claims usage and absentee reports. The team consulted our workforce in each Business Unit via surveys and interviews, in partnership with Productivity Matters. The approach ensured that employees were able to provide feedback independent of language and literacy barriers.

CDC developed an integrated, organisation-wide approach to psychological risk and mental health. This innovative and unique approach aims to fully comprehend the psychological risks and controls in the workplace.



ComfortDelGro National Day Observation Ceremony in Singapore



CDC NSW staff at Mount Kuring-Gai depot

# SAFEGUARDING THE WELLBEING, HEALTH AND SAFETY OF OUR PEOPLE, PATRONS, AND COMMUNITIES

## Wellbeing in our UK operations

Similarly, our UK operations have an EAP available to all staff and their dependents, including a 24-hour counselling and information services. We previously worked closely with MIND, a mental health charity, to provide training for managers and various informative booklets on mental health for staff, including contact details and external support. Additionally, we are looking to roll out courses on mental health and stress through our virtual learning platform.

In efforts to reinforce the importance of the health and wellbeing of our employees and people in ComfortDelGro, six individuals in our UK operations have completed our Wellbeing People online training courses and have put themselves forward to be Wellbeing Ambassadors. The Ambassadors underwent a full day training which covered:

- Engage: How to effectively engage with different people in wellbeing
- Educate: How to effectively signpost people to enhance their own wellbeing
- Empower: How to create cultures, communities and environments for themselves and others to thrive

## OUR PERFORMANCE AND THE WAY FORWARD

In 2023, our Employee Engagement Survey<sup>33</sup> revealed our employees' confidence in the integrity of the company and concern for their safety. The survey also saw an increase in engagement score to 65%, up from 58% in 2022, with 83% of the employees indicating that their career experiences have met or exceeded their expectations. Notably, 71% of the employees felt that their managers have positively impacted them. This is above the industry benchmark of 67%.

We ensure employees are comfortable to report any safety and wellbeing concerns, no matter how trivial they might be. We further encourage our employees to have a clear

understanding of what is expected of them, to let them share their career goals, aspirations and areas in which they wish to upskill. We are continuously working on programmes for our workforce in new and critical areas such as sustainability transition, non-conscious bias, and diversity training whilst supporting flexible work arrangement (Hybrid Work Arrangement); and providing an array of leave benefits such as annual leave, parental leave, as well as childcare leave to support our employees who are caregivers and parents.

The Employee Engagement Survey reaffirmed ComfortDelGro's top four strengths:

1. Performance accountability;
2. Safety;
3. Respect at work; and
4. Performance-based rewards

ComfortDelGro will continue to place employee wellbeing at the forefront of its employee engagement initiatives.

## DIVERSITY & EQUAL OPPORTUNITY

### WHY THIS MATTERS TO US

We recognise the benefits of a diverse and inclusive workforce, which includes insightful discussions with varied viewpoints, a better understanding of the needs of our stakeholders, and a stronger, resilient organisation with better decision-making. Therefore, diversity and equal opportunity remains as a core priority of ComfortDelGro, where we strive to continuously foster a culture of inclusion, diversity and equal opportunity.

### HOW WE MANAGE THIS

Central to the management of diversity and equal opportunity is our zero-tolerance approach to discrimination. In 2022, we revised and updated our Group-wide Diversity, Equity and Inclusion (DEI) Policy, enhancing our commitment to creating a workplace of equal opportunities. ComfortDelGro continuously strives to provide a fair

and supportive working environment for all our employees, regardless of their gender, age, marital status, sexual orientation, disability, ethnic or national origin, religion, and affiliation to any political party or trade union. Additionally, our Human Rights Policy also includes our diversity and equal opportunity principles. These policies are a testament to our commitment towards valuing diversity and equal opportunity, in an effort to create an inclusive culture in our organisation.

We undertake multiple initiatives and measures throughout the year to promote diversity and equal opportunity. These include our recruitment and selection practices and policies, compensation packages and benefits, professional development and training, promotions, transfers, social and recreational programmes, the appropriate handling of layoffs and terminations, and the ongoing development of a work environment that is based on diversity, equity, and inclusion. As a measure to ingrain diversity within our internal culture, employees are also required to attend a DEI Policy awareness training to enhance their knowledge and deepen the understanding of their responsibilities. Our existing employees are required to read and acknowledge our DEI policy, which is included in our annual employee declaration<sup>34</sup>.

As a demonstration of our commitment towards inclusivity and fair practices, our Singapore Business Units are a corporate signatory of the Tripartite Alliance of Fair and Progressive Employment Practices (TAFEP). In our overseas Business Units, we strictly adhere and comply with all relevant regulations, as well as key employment practices. We acknowledge and respect our employees' right to join and be represented by the labour movement. All our employees are provided equal access to training and development based on their interests, strengths and capabilities.

We have adopted the Tripartite Guidelines on Fair Employment Practices issued by the Tripartite Alliance, where we:

<sup>33</sup> Includes non-listed Business Units in Singapore only.

<sup>34</sup> Our frontline drivers are exempted from this annual exercise due to the nature of their work.

# SAFEGUARDING THE WELLBEING, HEALTH AND SAFETY OF OUR PEOPLE, PATRONS, AND COMMUNITIES



In 2023, SBS Transit and SG Enable signed a MoU to jointly contribute towards building a more inclusive society and public transportation. The MoU aims to focus on promoting public awareness on inclusion, developing inclusive hiring and training programmes in the public transport industry, promoting best practices on disability-inclusive hiring, co-creating innovative solutions through assistive technologies and collaborating in joint projects. Examples include procuring items such as corporate gifts made by persons with disabilities.

SBS Transit also aims to continue hiring more people with disabilities for front-line positions. In 2023, SBS Transit hired 30 people with disabilities and plans to continue hiring in areas of work such as bus and rail maintenance - targeting 20 of these placements, including internships, over the next three years.

We continue to support the United Nations (UN) Women's Empowerment Principles through gender equality initiatives, and advocating for gender diversity at Board level. We believe that the diverse range of talent and background of our Board enables us to garner a wide range of perspectives

1. Recruit and select employees based on merit such as skills, experience, or ability to perform the job, regardless of age, race, gender, religion, marital status and family responsibilities, or disability.
2. Treat employees fairly with respect, and implement progressive human resource management systems.
3. Provide employees with equal opportunity to be considered for training and development based on their strengths and needs to help them achieve their full potential.
4. Reward employees fairly based on their abilities, performances, contributions and experiences.
5. Abide by labour laws and adopt the Tripartite Guidelines on Fair Employment Practices.

our commitment to equal and fair treatment where compensation is based on a range of factors such as ability, performance, contribution, skills, knowledge and experience. Periodically, we benchmark our remuneration packages against established market indicators to ensure that we compensate our employees fairly and maintain our market competitiveness for talent. All key employment terms are transparently and included in employees' written acknowledgement.

## OUR INITIATIVES

In line with these guidelines and the policies we implemented to promote diversity and equal opportunity, we aim to hire people who reflect the society's diversity as we value both individual and collective contributions. Furthermore, we endeavour to foster a psychologically safe environment where our employees can express their diverse viewpoints without fear of repercussions or discrimination.

Our remuneration policies reflect



# SAFEGUARDING THE WELLBEING, HEALTH AND SAFETY OF OUR PEOPLE, PATRONS, AND COMMUNITIES

for our organisational strategies, discussions, and solutions.

## OUR PERFORMANCE AND THE WAY FORWARD

In 2023, we did not receive any formal complaints of discrimination cases.

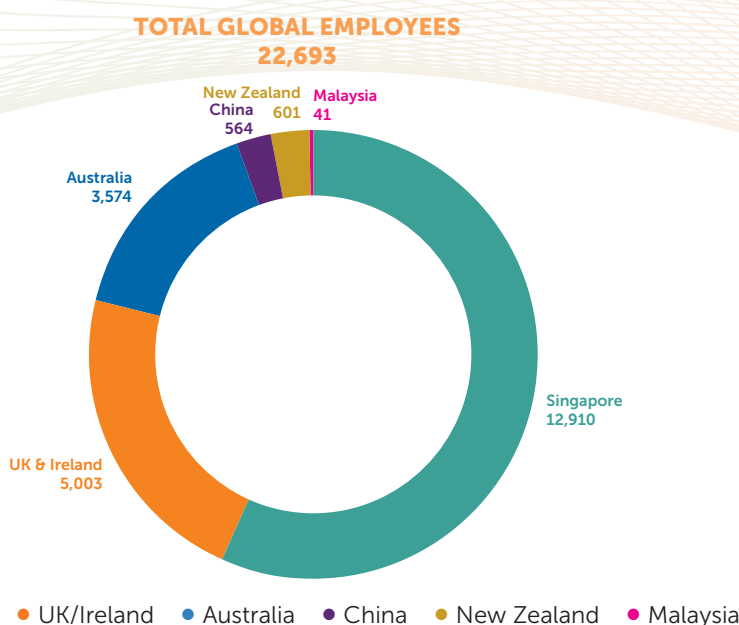
On the Board, we have set and achieved the target of 30% female

directorship, above the target of the Board Diversity Council to have at least 25% females on the Board by 2025.

As of 31 December 2023, out of 10 directors on the Board, three directors or 30% were females, and there were at least two female Directors on each of the Board Committees.

ComfortDelGro has established the following Board-level targets:

- Maintain diversity and inclusion across the Board
- Maintain a minimum of 30% female representation on the Board



GRI 2-7: Employees

SASB Standards Road Transportation: TR-RO-000C: Number of employees

2023	MALE	FEMALE	TOTAL
<b>PERMANENT</b>			
Full-time	16,807	2,799	19,606
Part-time	659	254	913
<b>CONTRACT</b>			
Full-time	1,927	242	2,169
Part-time	2	3	5
<b>TEMPORARY</b>			
Temporary Headcount	1,338	556	1,894

GRI 405-1 Diversity of governance bodies and employees

NUMBER OF EMPLOYEES BY CATEGORY <sup>35</sup> AND GENDER	MALE	FEMALE	TOTAL
Total number of senior management	181	47	228
In percentage (%)	79.4%	20.6%	100.0%
Total number of management	525	266	791
In percentage (%)	66.4%	33.6%	100.0%
Total number of professionals	1,463	676	2,139
In percentage (%)	68.4%	31.6%	100.0%
Total number of non-executives	17,226	2,309	19,535
In percentage (%)	88.2%	11.8%	100.0%
<b>Total</b>	<b>19,395</b>	<b>3,298</b>	<b>22,693</b>
<b>Total in percentage (%)</b>	<b>85.5%</b>	<b>14.5%</b>	<b>100.0%</b>

<sup>35</sup> This year, we redefined our employee categories to better reflect and represent of our current workforce. These categories include senior management, management, professional and non-executive, includes permanent and contract staff (full-time and part-time).

# SAFEGUARDING THE WELLBEING, HEALTH AND SAFETY OF OUR PEOPLE, PATRONS, AND COMMUNITIES

## GRI 405-1 Diversity of governance bodies and employees

NUMBER OF EMPLOYEES BY CATEGORY AND AGE	<30 YEARS OLD	30-50 YEARS OLD	>50 YEARS OLD	TOTAL
Total number of senior management individuals	1	72	155	228
In percentage (%)	0.4%	31.6%	68.0%	100.0%
Total number of management	6	455	330	791
In percentage (%)	0.8%	57.5%	41.7%	100.0%
Total number of professionals	242	1,222	675	2,139
In percentage (%)	11.3%	57.1%	31.6%	100.0%
Total number of non-executives	1,379	8,987	9,169	19,535
In percentage (%)	7.1%	46.0%	46.9%	100.0%
Total employees	1,628	10,736	10,329	22,693
Total in percentage (%)	7.2%	47.3%	45.5%	100.0%

## GRI 405-2 Ratio of basic salary and remuneration of women to men

RATIO OF SINGAPORE'S BASIC SALARY (FEMALE TO MALE)	FEMALE	MALE	RATIO
Senior Management	13,250	16,113	0.82
Management	7,327	8,116	0.90
Professionals	4,348	4,300	1.01
Non-executives	2,476	2,384	1.04

## TRAINING

### WHY THIS MATTERS TO US

In a dynamically changing environment and talent market, upskilling and professionally developing our employees are critical for ComfortDelGro to stay ahead of the competition, and to provide our employees with a long fulfilling career.

### HOW WE MANAGE THIS

ComfortDelGro provides opportunities and training programmes that nurture the skills and knowledge of our staff and employees. Digital solutions have allowed us to expand our trainings to virtual platforms, providing various upskilling opportunities for our employees. Through both virtual and in-person trainings, employees are empowered to develop leadership and soft skills, as well as functional and technical competencies.

Trainings for our employees includes coaching sessions with managers, buddy system, peer learning, online learning, on-the-job trainings such as job rotation, cross-department projects, and more intimate learning

experiences. As part of our succession planning, we also offer Individual Development Plans to identify and prepare our talents for business and leadership roles.

To manage the efficacy of our training measures and initiatives, ComfortDelGro's performance management system encapsulates human capital development metrics that monitors learning hours and training types. This enables our employees to voice their feedback and set goals collaboratively with their team and managers. It also enables the consolidation of information on employees' performance, highlighting areas in which they can perform better, and identifies employees who wish to take on more challenges.

Learning needs analyses are conducted annually with business leaders and key stakeholders to identify any potential learning and performance gaps and opportunities. Our training programmes are then carefully designed, developed and enhanced to address any current and future learning needs. We measure the effectiveness

of the training programmes through feedback, and implement changes where necessary.

We strive to be able to contribute to our employees' growth and career aspirations which in turn will help us achieve our organisational goals. All our employees receive an annual performance and career development review, where the employee and his/her Reporting Officer mutually assess their competencies, achievements, and goals, aligning them to organisational goals while nurturing their individual aspirations.

Through our performance appraisals, done through objective evaluation criteria reviewed regularly, we gain valuable insights into our employees' achievements, strengths and areas for improvement, which help inform our talent management and organisational development team build up each individual employee's portfolio.

Our performance management system entails a systematic process to monitor and track our employees' performance. It not only involves the aforementioned annual performance

# SAFEGUARDING THE WELLBEING, HEALTH AND SAFETY OF OUR PEOPLE, PATRONS, AND COMMUNITIES



People of Metroline



Celebration of London's 1,000th electric bus operated by Metroline

review and human capital metrics but also formal processes, regular feedback and the identification of training and development needs. We further:

1. Develop measurable standards for evaluating job performance
2. Review our criteria regularly to check against discrimination
3. Document and keep all performance reviews for at least one year
4. Set up an internal appeal process to address employees' questions or concerns on their appraisals
5. Communicate posting and training opportunities to all eligible employees.

## OUR INITIATIVES

In 2023, we have initiated several measures and initiatives to enhance the training programmes at

ComfortDelGro, our subsidiaries and in the land transport industry as a whole. Examples of the initiatives that SBS Transit has implemented include the creation of a new Bus Captain Training and Certification Centre, in collaboration with the Technical University of Munich Asia to create a structured training programme for senior bus captains. The new Bus Captain Training and Certification Centre includes more training rooms and a new training circuit. We further partnered with the Institute for Adult Learning and NTUC LearningHub to launch a structured training programme for Senior Bus Captains at the Singapore University of Social Sciences. Completion of the training programmes results in an accreditation as certified trainers and facilitators, providing a pathway for career progression, including the option to become driving instructors.

We have also enhanced the training programmes we provide in view of

the transition towards a low-carbon economy. Our ComfortDelGro Engineering Academy is committed to developing the capabilities of automotive technicians to be future-ready. As such, ComfortDelGro Engineering and TÜV SÜD PSB announced a partnership to jointly develop a training programme that aims to upskill automotive technicians on the safe handling of high voltage systems in electric and hybrid vehicles. Having such a training programme in place will in turn set industry standards and also enable more skilled technicians to be readily available as Singapore works towards a more sustainable future.

Additionally, we have developed various e-learning to equip our employees with critical skills, including cybersecurity, data analytics, and digitalisation. In the past year, all of our staff globally have been enrolled in a variety of courses in an effort to promote cognitive, interpersonal and self-leadership competencies.



# SAFEGUARDING THE WELLBEING, HEALTH AND SAFETY OF OUR PEOPLE, PATRONS, AND COMMUNITIES

## OUR PERFORMANCE AND THE WAY FORWARD

In 2023, ComfortDelGro's average number of training hours per employee was 52.8. This is a 139% increase from 22.1 hours in 2022. This is due to improved data collection process and refinement of our methodologies such as adjusting the parameters of our training hours to include internal training courses, conferences, and academic learning sponsored by the company. As a result, there has been a significant increase in our figures recorded for 2023 as compared to 2022.

Moving forward, we will continue to invest in the upskilling and training of our employees across all operating regions and enhance their adaptability to the changing economy. As a testament to our commitment, we have increased our training target from 30 to 40 training hours annually per employee globally by 2030.



GRI 404-1: Average hours of training per year

TOTAL TRAINING HOURS (BY GENDER)	FEMALE	MALE	TOTAL
Total number of employees	3,298	19,395	22,693
Total number of training hours	120,226	1,078,746	1,198,972
Average training hours	36.5	55.6	52.8

GRI 404-1: Average hours of training per year

TOTAL TRAINING HOURS (BY EMPLOYEE CATEGORY)	SENIOR MANAGEMENT	MANAGEMENT	PROFESSIONALS	NON-EXECUTIVES	TOTAL
Total number of employees	228	791	2,139	19,535	22,639
Total number of training hours	4,095	20,866	100,492	1,073,519	1,198,972
Average training hours	18.0	26.4	47.0	55.0	52.8

	2021	2022	2023
Average training hour per employee	20.2	22.1	52.8 <sup>36</sup>

<sup>36</sup> In 2023, we improved our data collection processes and refined our methodologies, adjusting the parameters of our training hours to include internal training courses, conferences, and academic learning sponsored by the company (eg. MBA, Degrees, Diplomas). These were not included for our 2021 and 2022 calculations due to data unavailability, resulting in a significant increase in our figures recorded for 2023. The newly defined parameters have been introduced in our report this year to ensure effective comparability of all our training across future years.

# SAFEGUARDING THE WELLBEING, HEALTH AND SAFETY OF OUR PEOPLE, PATRONS, AND COMMUNITIES

## HUMAN & LABOUR RIGHTS

### WHY THIS MATTERS TO US

ComfortDelGro is consciously aware of the necessity of upholding human and labour rights across our value chain. As a result, we maintain full compliance with all relevant policies and regulations whilst emphasising human and labour rights as key ethical considerations. We have established measures and policies to ensure no unethical labour practices exist within the Group and our broader supply chain.

### HOW WE MANAGE THIS

ComfortDelGro upholds its commitment to fair labour practices and human rights, taking a stringent zero tolerance approach for human and labour rights violations. As such, we have established a Human Rights Policy, detailing the actions and measures taken to ensure the fortification of employee human rights across all operations within the ComfortDelGro Group. The policy includes our obligation and commitment to fair employment practices, ethical labour practice, freedom of association, right to collective bargaining, safe working conditions, as well as diversity and inclusion, in order to grow our people.

Our Human Rights Commitment is guided by the Universal Declaration of Human Rights and the United Nations' Global Compact Principles on Human Rights in aspects of our employment practices as well as workplace health and safety. Similarly, our procurement procedure which vets our external vendors, reflect this commitment to human rights.

Our internal formal grievance mechanism additionally sets out a formal framework for employees to inform of any potential cases or incidence of human or labour rights violations. More on our formal grievance mechanism is detailed in our Ethical Business and Operational Integrity chapter.

ComfortDelGro also maintains a tripartite Labour-Management relationship, underpinned by a harmonious relationship between the management, our employees, and the unions. The tripartite Labour-Management relationship entails a common vision and goal of consistent improvements in ensuring employee welfare. In order to maintain an open communication and ensure that the needs are addressed in a timely

fashion, we work closely with Union representatives, who act as a vital tether between organisation and workers.

We are committed to the Tripartite Guidelines for Fair Practices<sup>37</sup>, and adhere to the employment terms and conditions in accordance with employment legislation in our operational locations. The various Tripartite standards, guidelines, and advisories serve as guiding principles for our policies. Our working hours follow the applicable laws in the locations where our employees work. We also benchmark our employment terms and conditions against market norms and industry practices. Our employment contracts are clearly written to include all key employment terms with our employees' written acknowledgement, which shows our commitment towards our employees.

### OUR PERFORMANCE AND THE WAY FORWARD

In Singapore, all applicable operations are Progressive Wage Mark accredited, which recognises firms that pay progressive wages to lower-wage workers, including contracted workers, and are compensating them fairly.

In light of our efforts and commitment towards upholding ethical human and labour rights practices, Metroline has been accredited as a Living Wage Employer, by the Living Wage Foundation in the UK. This recognises our commitment to set a minimum pay based on the real cost of living in London.

In China, our subsidiary in Guangzhou has obtained the certificate of harmonious enterprise for three consecutive years, for the continuously efforts to address the labour conditions of our employees. This is reflective of the balanced and stable development of the company's labour relations.

We will continue to strive for improvement of our processes to ensure that our employees are heard, and achieve greater recognition in this aspect in 2024.



People of CDC Australia

37 Tripartite Guidelines for Fair Practices released by the Tripartite Alliance for Fair and Progressive Employment Practices.

# SAFEGUARDING THE WELLBEING, HEALTH AND SAFETY OF OUR PEOPLE, PATRONS, AND COMMUNITIES

GRI 401-1: New employees and employee turnover<sup>38</sup>

<b>SINGAPORE</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>% CHANGE</b>
Total number of employees	12,605	12,744	12,910	1.3%
Total new hires	1,522	2,054	1,641	-20.1%
New hires (%)	12.1%	16.1%	12.7%	-
Total turnover	2,200	2,014	1,169	-42.0%
Total turnover (%)	17.5%	15.8%	9.1%	-
<b>UK &amp; IRELAND</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>% CHANGE</b>
Total number of employees	5,327	5,011	5,003	-0.2%
Total new hires	598	366	568	55.2%
New hires (%)	11.2%	7.3%	11.4%	-
Total turnover	1,066	682	445	-34.8%
Total turnover (%)	20.0%	13.6%	8.9%	-
<b>AUSTRALIA</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>% CHANGE</b>
Total number of employees	3,939	4,000	3,574	-10.7%
Total new hires	580	1,398	1,227	-12.2%
New hires (%)	14.7%	35.0%	34.3%	-
Total turnover	964	1,337	557	-58.3%
Total turnover (%)	24.5%	33.4%	14.7%	-
<b>CHINA</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>% CHANGE</b>
Total number of employees	677	580	564	-2.8%
Total new hires	13	13	10	-23.1%
New hires (%)	1.9%	2.2%	1.8%	-
Total turnover	95	113	22	-80.5%
Total turnover (%)	14.0%	19.5%	3.8%	-
<b>MALAYSIA</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>% CHANGE</b>
Total number of employees	41	41	41	0.0%
Total new hires	5	5	4	-20.0%
New hires (%)	12.2%	12.2%	9.8%	-
Total turnover	4	4	3	-25.0%
Total turnover (%)	9.8%	9.8%	7.3%	-
<b>NEW ZEALAND</b>	<b>2021<sup>39</sup></b>	<b>2022</b>	<b>2023</b>	<b>% CHANGE</b>
Total number of employees	-	596	601	0.8%
Total new hires	-	84	70	-16.7%
New hires (%)	-	14.1%	11.6%	-
Total turnover	-	74	53	-28.4%
Total turnover (%)	-	12.4%	8.9%	-

GRI 401-1: New employee hires and employee turnover

<b>2023</b>	<b>CURRENT EMPLOYEES</b>	<b>NUMBER OF NEW HIRES</b>	<b>RATE OF NEW HIRES</b>	<b>NUMBER OF TURNOVERS</b>	<b>RATE OF TURNOVER</b>
<b>Gender</b>					
Male	19,395	2,864	14.8%	1,798	9.2%
Female	3,298	656	19.9%	451	13.6%
<b>Age group</b>					
<30 Years	1,628	856	52.6%	282	17.2%
30-50 Years	10,736	1,686	15.7%	1,231	11.4%
>50 Years	10,329	978	9.5%	736	7.1%
Total	22,693	3,520	15.5%	2,249	9.8%

SASB Standards Road Transportation: TR-RO-320a.1: Driver Working Conditions

<b>TOTAL VOLUNTARY AND INVOLUNTARY TURNOVER RATE FOR ALL EMPLOYEES</b>	
<b>Voluntary</b>	9.84%
<b>Involutary</b>	4.55%

<sup>38</sup> To better reflect our workforce and provide more accurate data, we have refined our methodology for our employee turnover rates.

<sup>39</sup> Data not available for 2021 as ComfortDelGro only commenced operations in New Zealand in 2022.

# SAFEGUARDING THE WELLBEING, HEALTH AND SAFETY OF OUR PEOPLE, PATRONS, AND COMMUNITIES

## OUR PATRONS AND COMMUNITIES

ComfortDelGro aims to uphold good corporate citizenry by taking part in philanthropic activities within our communities and the wider society. We strive to be inclusive in the communities which we operate in, and ensure accessibility through our transportation services.

## SERVICE QUALITY

### WHY THIS MATTERS TO US

ComfortDelGro prides itself in providing high quality transportation services through prioritising service and inclusivity. We implement processes and measures to receive feedback, review our customer satisfaction and identify gaps for improvement. Striving to build a culture of trust with our commuters and customers, we hope to develop a long-term relationship with them by listening to and addressing their needs.

Additionally, we believe that our business provides us with a platform to connect with people. ComfortDelGro aims to not only make transportation accessible, but also provide support to the communities in which we operate. In doing so, we hope to foster a more inclusive society and enhance the wellbeing of our stakeholders and beyond.

### HOW WE MANAGE THIS

Across our global operations, we have information counters placed at our bus interchanges and train stations for commuters to seek assistance. We also engage with our customers in several ways, tapping into social media platforms on top of our websites, where customers can find contact details and links for further information.

Our customer service teams take pride in solving the problems of our clients and users, and set themselves targets

to promptly respond to commuters' queries and complaint cases. Our private taxi businesses in both Singapore and China strive for prompt responsiveness. ComfortDelGro Taxi strives to respond to minimally 80% of urgent and normal customer feedback within two to five working days. While in China, complaint processing and handling are carried out in two to three days, with the longest not exceeding five working days. In Australia, CDC Australia is committed to responding to urgent complaints within three working days.

We seek feedback on our services regularly, constantly looking at ways to improve our services. This is typically done through customer surveys carried out by local transport authorities or our businesses. Regular engagement sessions are also carried out with corporate business clients.



GreenRoad Low Bridge warning technology trials at Adventure Travel

# SAFEGUARDING THE WELLBEING, HEALTH AND SAFETY OF OUR PEOPLE, PATRONS, AND COMMUNITIES



Outstanding drivers of Jilin ComfortDelGro Taxi

Our businesses endeavour to cater to the needs of our commuters to the best of our abilities, undertaking initiatives to improve the experiences of our travellers. This includes adjustments of transport schedules, roll out of inclusive facilities and continuous improvement of existing infrastructures to ensure a reliable service.

## OUR PERFORMANCE AND THE WAY FORWARD

### Singapore

In Singapore, the Public Transport Council conducts an annual Public Transport Customer Satisfaction Survey (PTCSS) to ascertain service quality for both public and private modes of transport. In 2023, it was determined that commuters around Singapore remained satisfied with the public transport services provided islandwide. Correspondingly, SBS Transit has received 38.5 compliments

and commendations and 3.71 valid complaints per million passenger trips within the year.

To promote the inclusivity of our public transport services, SBS Transit completed the production of escalator safety message in English, Chinese, Cantonese, Hokkien and Teochew. This enables safety messages announced near escalators to be understood by various dialect speaking passengers. To cater to the needs of parents with young children, SBS Transit is also trialing nursing rooms at train stations, to provide essential amenities and private nursing spaces within the station premises.

For private transport, the mean satisfaction score for Point-to-Point (P2P) Transportation has improved to 8.2 out of 10 in 2023, up from 8.0 in 2022. The mean satisfaction score for taxi services saw a similar trend of

improvement to 8.3 out of 10, up from 8.1 in 2022. Satisfaction levels for taxi services registered an improvement for waiting time, ease of booking and ride comfort.

In 2023, ComfortDelGro Taxi responded to 90% of urgent cases within two working days and 96% of normal cases within five working days. Additionally, focus group discussions were also held monthly for the taxi drivers to gather insights on operational issues encountered and their suggestions on improvements.

### UK & Ireland

Metroline receives periodic data from Transport for London (TfL) which details all commendations received for all operators.

**"I cannot praise the bus driver on this route highly enough: smooth acceleration, excellent traffic anticipation and therefore no heavy breaking; the smoothest of journeys I have had the pleasure to enjoy."**

Customer of Mrs Alekderova's Bus Route 282.

**"...Driver stopped at every bus stop to serve passengers and also saw me running for the bus... he stopped and waited for me to get on with a smile on his face. This driver deserves so much credit and well done to him, well done."**

Customer on Mr Bala's Bus Route 112.

**"London bus drivers are my heroes. Their skill and judgement never ceases to amaze me, especially as their job gets more and more difficult as the roads get narrower, more roadworks, erratic drivers etc. Well done to her."**

Customer on Ms Dekic's Bus Route 31.



SBS Transit staff at our train station

# SAFEGUARDING THE WELLBEING, HEALTH AND SAFETY OF OUR PEOPLE, PATRONS, AND COMMUNITIES



Recipients of of Jilin ComfortDelGro Taxi Driver Award

In 2023, our private bus provider Adventure Travel in the UK enlisted Bus Users Cymru, a Welsh charity promoting bus use across the country, to review their mobile application and website touchpoints. Through the review, Adventure Travel gained valuable feedback on improvements to accessibility and functionality. Similarly, Scottish Citylink implemented new avenues, such as mobile application and partnership with Trustpilot, to gather customer feedback, suggestions, and overall experience.

To restore route reliability, Adventure Travel has also implemented timetable changes for several routes, with a view to providing a consistently reliable service in response to increasing levels of congestion and the advent of speed limits across large sections of the road network.

## Australia

In 2023, CDC Australia saw over 95% of their urgent complaints responded to within three working days, and resolved within seven working days in Victoria. While close to 98% of non-urgent complaints were resolved in ten working days within the region.

Surveys are also conducted by the State governments who publish The Customer Satisfaction Index to demonstrate satisfaction levels across all public transport. The 2023 results for Greater Sydney Region 4, where our largest contract in Australia is located, scored over 91% of customer satisfaction rating for bus services.

## China

In China, we have a complaint rate of less than 2% for our taxi services. In our Guangzhou terminal station, through a satisfaction survey of passengers, drivers and bus operators on the comprehensive service, the satisfaction rate reached 98%, exceeding the 95% target stipulated by the company's quality management system. The following highlights the achievements of our Business Units in China:

- Shenyang and Jilin Business Units received 92 praises from passengers
- 77 taxis in Shenyang were awarded the title Model Taxi
- 374 drivers in Shenyang were rated Star Drivers
- 4 drivers in Jilin were awarded Taxi Stars
- 24 Jilin taxis were awarded Civilised Service Model Vehicle
- 5 drivers from Chengdu won the title of Outstanding Volunteers of the Universiade

## New Zealand

Each quarter, Auckland Transport conducts a Public Transport Customer Survey for all public transport modes including rail, bus and ferry with the survey results collated across a 12-month rolling average. Our joint venture, Auckland One Rail (AOR) exceeded the Customer Experience target of 89.3% in 2023, with ratings of 92.8%, 93.1%, 92.5%, and 91.8% for each of the four quarters. Rail remained the

highest rating public transport mode for each quarter, in spite of extended line closures due to upgrade works across parts of the Auckland rail network. AOR has also resolved 87.5% of complaints and enquiries within five days, above the target of 85%. Additionally, AOR received 2.5 compliments per million customers and 113.47 complaints per million customers.

AOR also uses independent Mystery Traveller surveys to assess and measure both station and onboard service attributes that are important to our customers. This monthly information allows us to quickly identify areas to focus training, operational and service bulletins, as well as wider customer training programmes such as Customer First. In 2023 we were able to improve key attributes such as Train Managers using their whistle at stations on departure by 35%, onboard disruption public address announcements being made by 15%, improving customer interactions by 12%, and supporting customers with accessibility needs by 29%.

Moving forward, ComfortDelGro remains focused on upholding top service quality. We will continue to frequently engage with our customers and commuters to understand the performance of our services. Through consistent review and enhancement of our services, we hope to foster longstanding relationships with the community and provide quality transportation.

## ACCESSIBILITY

### WHY THIS MATTERS TO US

At ComfortDelGro, we firmly believe that transportation accessibility is essential to creating an inclusive and livable environment. We take active strides to instil and foster an inclusive and accessible service across our operations.

### HOW WE MANAGE THIS AND OUR INITIATIVES

In our Singapore, UK, and Australia premises, wheelchair accessible lifts, ramps and restrooms have been installed to ensure accessibility for persons-in-wheelchairs (PIWs).

# SAFEGUARDING THE WELLBEING, HEALTH AND SAFETY OF OUR PEOPLE, PATRONS, AND COMMUNITIES



Disability Awareness Training at CDC Victoria



SBS Transit Waymap Navigation

Additionally, our bus drivers are trained to assist PIWs and deploy the ramps of the buses effectively. They also undergo rigorous training, enabling them to address the needs of different customers including those with disabilities – both physical and invisible in nature.

Our ComfortDelGro taxis are adequately furnished to serve disabled patrons with sufficient boot space to transport wheelchairs and other disability-related equipment. Our cabbies too, have been trained to appropriately assist disabled customers to ensure a safe and smooth journey.

In our UK and Ireland operations, Metroline implemented numerous internal policies and protocols. Wheelchair ramps at Metroline are tested prior to vehicle usage in an effort to ensure their functionality. Metroline also hosted and engaged in travel assistance programmes for young persons with special needs and those with mobility difficulties, together with various partners.

At CDC Victoria, we participated in a trial for disability awareness training with Travellers Aid Australia in Ballarat. Employees and trainers worked together to facilitate sessions for passengers with low vision or those who require additional assistance. Participants had the opportunity to learn more about accessibility features in our services such as service desks, stairs and ramps.

SBS Transit embarked on several initiatives to promote accessibility for visually impaired commuters who face unique challenges when travelling on public transportation. SBS Transit collaborated with Waymap to introduce a free-to-use, audio-based wayfinding app. The app, Waymap.SG, is a first-of-its-kind navigation tool for the visually impaired in the Asia-Pacific region. It is designed to help navigate bus interchanges and MRT stations independently and safely.

For more details on SBS Transit’s initiatives, please refer to their Sustainability Report 2023.

In New Zealand, Auckland One Rail organised an interactive event at its largest train station, Waitemata Station (Britomart), in celebration of the International Day of Persons with Disabilities. The event brought together staff and customers to raise awareness about the challenges faced by blind and low-vision commuters as well as the deaf and hard of hearing communities in using the city’s rail services.

In China, frontline staff from Tianhe Bus Station in Guangzhou underwent disability awareness training to better aid the elderly and disabled patrons in their daily commute.

## OUR PERFORMANCE AND THE WAY FORWARD

Looking forward, ComfortDelGro remains dedicated to advancing accessibility across our operations and aims to seek out opportunities to innovate and continue integrating technologies in our services. We also strive to maintain 100% wheelchair accessibility for all our public bus and rail operations.

### WHEELCHAIR ACCESSIBILITY ON PUBLIC BUS AND RAIL OPERATIONS

	2021	2022	2023
Singapore	100%	100%	100%
UK & Ireland	100%	100%	100%
Australia	100%	100%	100%
New Zealand <sup>40</sup>	-	-	100%

### WHEELCHAIR ACCESSIBILITY ACROSS ALL BUSES (PUBLIC BUSES, COACHES AND PRIVATE HIRE BUSES)

	2021	2022	2023
Singapore	98%	100%	95%
UK & Ireland	82%	98%	96%
Australia	64%	64%	65%

40 Data for our New Zealand operations, Auckland One Rail, was not available prior to 2023 as it only commenced operations in 2022.

# SAFEGUARDING THE WELLBEING, HEALTH AND SAFETY OF OUR PEOPLE, PATRONS, AND COMMUNITIES

## LOCAL IMPACT & CORPORATE SOCIAL RESPONSIBILITY

### WHY THIS MATTERS TO US

ComfortDelGro believes in the importance of giving back and playing its part in creating thriving communities. We therefore aim to extend care and aid to the communities in need. Leading by example through our initiatives and activities, we hope to create a positive impact on the communities we operate in and inspire others to do the same.

In each of our countries of operation, we have in place social responsibility outreach programmes tailored specifically to meet the needs of the local communities. In 2023, ComfortDelGro collectively contributed S\$1.5 million in cash donations and close to S\$3 million market-valued services and products as donations in-kind. Our employees across our global operations also contributed over 9,600 hours in volunteering work.

### OUR INITIATIVES

The following highlights a few of the initiatives and programmes that the Group embarked on during the year to give back to communities.

#### Singapore

Striving to care for and support the elderly in our community, the CabbyCare Charity Group, initiated and solely run by our cabbies since 2000, has been providing help to our less fortunate seniors. Besides delivering free meals through the Meals on Wheels programme, CabbyCare also partnered with the National Library Board to deliver books to persons with disabilities. Overall, CabbyCare contributed over 4,300 volunteering hours in 2023.

In support of the Movement for the Intellectually Disabled of Singapore (MINDS), ComfortDelGro Driving Centre engaged MINDS' clients to perform general cleaning duties at its office. This provides them the opportunity to interact socially, put their skills to use and be meaningfully employed. Recognising the importance of youth outreach, the Centre spent a total of 500 hours this year to raise awareness on road safety for primary school students at the Road Safety Community Park.

SBS Transit collaborates with Metta School to run familiarisation sessions for special needs students to travel on public transport independently with confidence. The students engaged in hands-on activities from deciphering signs to operating top-up machines, designed to equip them with essential commuting skills. As part of the Charity Campaign "Travelling Together – Impacting Lives" launched in 2023, SBS Transit pledged a total of S\$350,000 to Community Chest to help communities in need. To help raise the intended fund, the Company garnered employee and public donations in addition to cash donations from the company. On the environmental sustainability end, during the SG Clean Day 2023, SBS Transit's employees committed a total of 810 hours in the trash-picking volunteer activity at the F1 Pit Building area to make public spaces cleaner and greener.

To extend care and support to HCA Hospice, employees from our subsidiary, VICOM, organised baking session, free lunches and interactive games for patients with life-limiting illnesses, in addition to participating in HCA's fundraising "Walk With Me" Walkathon that raised over S\$10,000.

Since 2005, ComfortDelGro also contributes to the NTUC-U Care Fund, which provides social day care services to underprivileged elderly groups. In 2023, as part of our 20th anniversary celebrations, we donated S\$100,000 in cash to NTUC's Health For Life Fund in benefit of around 60 seniors-in-need. We also donated S\$100,000 to the Hardship Aging Fund of Lions Befrienders Service Association (Singapore) in 2023, to ease the cost of daily expenses for up to 650 Lions Befrienders seniors under the care of its Senior Group Home and Counselling programmes.

#### United Kingdom

In our UK operations, ComfortDelGro has been actively advocating for local causes and social initiatives supported by the communities through our subsidiaries.

Metroline continues to support the Poppy Appeal with its vibrant bus livery to help the Royal British Legion raise funds for serving and ex-serving military personnel of UK's Armed Forces community, as well as their families during Remembrance Day.

Our subsidiary in Ireland, ComfortDelGro Irish Citylink, has also invested in an array of social causes. The Company continued its long-running involvement with different non-profit organisations, including helping the Irish Cancer Society to raise public awareness of breast cancer, and providing transport for fundraising charity for patients undergoing chemotherapy at the Galway Hospice. Irish Citylink has also been a valued member of the sporting community in Ireland, supporting young athletes from the Galway GAA's Hurling and



SBS Transit Metta School familiarisation tour



ComfortDelGro Irish Citylink at Galway International Arts Festival



# SAFEGUARDING THE WELLBEING, HEALTH AND SAFETY OF OUR PEOPLE, PATRONS, AND COMMUNITIES



Launch of CDC Australia Reconciliation Action Plan (RAP)



Driver volunteers of Shenyang ComfortDelGro Taxi

Football team, Galway Ladies Camogie team and the Connacht Rugby as its transport sponsor.

## Australia

Across Australia, we have continued on our reconciliation journey by building genuine relationships and longstanding partnerships with Aboriginal and Torres Strait Islander people while connecting our people to a better understanding of Australia's history and culture. CDC NSW continued its partnership with Kinchela Boys Home Aboriginal Corporation for the third year running. CDC NSW contributed a total of A\$750,000 over three years towards the construction and maintenance of the mobile bus education centre for the appreciation and respect for Aboriginal and Torres Strait Islander people.

In Australia, we recognise that sports activities can unite and create common ground for communities to thrive. In New South Wales, we supported the state's largest annual Indigenous sporting event, the Koori knockout, which showcases some of the best rugby league talent in the country and is held in high regard within the Indigenous community. In Northern Territory, we helped to promote the Deadly Cup indigenous rugby league event in February 2023. In Victoria, we supported the football club, Western Bulldogs Community Foundation's youth leadership programme that benefits at-risk young Indigenous Australians across nine regions in Melbourne.

Deeply invested in the well-being of Aboriginal families, particularly children, CDC NSW lends their support to the Sydney Aboriginal

Family Support Service in organising the Indigenous Kids camp. Helping Aboriginal children reconnect with nature and thrive with confidence, the programme interweaves cultural lessons on Aboriginal art creation, music and dance, as well as traditional bush survival and resource gathering. In Victoria, the Company supported the Smith Family Learning for Life scholarships that seeks to benefit young Aboriginal & Torres Strait Islanders children affected by poverty. Similarly, CDC Victoria continued to support talented and motivated underprivileged young people in West Melbourne to help them realise their potential through Western Chances' merit-based scholarships and opportunity programmes.

CDC Victoria also supported a three-year environmental project by the Victorian State Government and Wadawurrung Traditional Owners Aboriginal Corporation. The project sets out to design an Australian-first Indigenous-inspired Sensory Garden in a major regional park in Geelong, which improves accessibility to persons with disabilities, and champions inclusivity.

## China

In our China operations, we focused on social responsibility efforts and providing financial aid to those in need. Since 2013, Beijing Jin Jian Taxi Services has been contributing RMB50,000 annually to the Beijing Warmth Foundation and encourages its drivers to make donations through fundraising activities to aid people facing financial difficulties.

Our employees have also been actively participating in volunteer work to support students, youths and the less

fortunate. Our taxi companies in China provided free trips for the disabled and students who were taking the country's National College Entrance Examination under the Blue Ribbon initiative.

## New Zealand

In our New Zealand operations, Auckland One Rail (AOR) rallied its employees to make their contributions to Auckland City Mission, a charitable trust which responds to help people in need or in times of poverty, as well as the Cancer Society, Starship Children's Hospital and the Society for the Prevention of Cruelty to Animals in Auckland. To show its dedication to these non-profit organisations, the Company matched the donations raised by its employees.

## OUR PERFORMANCE AND THE WAY FORWARD

Dedicated to giving back to our communities, we will continue to implement and undertake various engagements with our local communities. ComfortDelGro will continue to expand our engagement and participation in local causes, in attempts to bring about long-lasting positive impact and advance good corporate citizenry.



Cancer Society volunteers at AOR stations

**GOVERNANCE & ECONOMIC:**  
**GROWING  
OUR BUSINESS  
WITH STRONG  
GOVERNANCE,  
ETHICAL INTEGRITY,  
AND INNOVATION**



# GROWING OUR BUSINESS WITH STRONG GOVERNANCE, ETHICAL INTEGRITY, AND INNOVATION

## Maintaining ethical, transparent, and compliant operations with zero tolerance for bribery, corruption, and anti-competitive behaviour.



Simultaneously, ComfortDelGro recognises the importance of having a skilled and dedicated workforce in growing our business and staying abreast within an increasingly competitive and evolving environment. As such, our Nominating and Remuneration Committee plays a key role in retaining talented staff through the management of the Group's remuneration policies. They oversee the Board and the committee's performance in relation to the management of the organisation's impacts on the economy, environment, and people.

To uphold strong corporate governance, ComfortDelGro also maintains oversight on Senior Management compensation to drive positive outcomes benefiting all stakeholders, whilst aptly rewarding the tenure of our executives.

We benchmark and review our remuneration policies annually, partnering an external consultant to conduct studies for the benchmarking of the total compensation of our talents and senior staff.

ESG considerations have been integrated into Senior Management compensation, with ESG targets making up 25% of their annual Balance Score Card (BSC) performance, and 20% of the longer term Employee Shares Award Scheme (ESAS). This instils accountability for positive ESG outcomes that benefits both our shareholders and stakeholders.

To ascertain the relevant knowledge and skills of the Board in sustainability matters, our Directors attended training on sustainability in 2022. The training included the management of impact and implications of ESG developments on business, how companies can drive value creation through ESG, TCFD recommendations, SGX requirements on sustainability and climate-related risks reporting and board's and director's roles and responsibilities in driving sustainability compliance and strategy. In 2023, aside

from the Singapore Institute of Directors programmes, the Directors continue to identify sustainability programmes such as Work Safety programmes, Climate Reporting Fundamentals, New Climate Reporting and Disclosure Standards, including forums where lessons could be derived from challenges, values and investments experienced by other listed companies. More information on the competencies of the Board relevant to the impacts of the organisation can be found in the ComfortDelGro Annual Report 2023.

GRI 2-21: Annual total compensation ratio

	2022	2023
<b>Annual total compensation of organisation's highest paid individual</b>	S\$2,679,201	S\$2,651,988
<b>Median annual total compensation for all employees (excluding the highest-paid individual)</b>	S\$66,070	S\$70,295
<b>Ratio of highest paid: median value</b>	40.6	37.7

# GROWING OUR BUSINESS WITH STRONG GOVERNANCE, ETHICAL INTEGRITY, AND INNOVATION



People of Auckland One Rail (AOR)

## ETHICAL BUSINESS AND OPERATIONAL INTEGRITY

### WHY THIS MATTERS TO US

In order to solidify ComfortDelGro's integrity and reputation as a trusted global transport service provider, it is imperative for us to uphold high standards of ethical business and operational integrity. As a reflection of the trust we received from our patrons and stakeholders, we enforce stringent corporate governance, ethics, business and operational integrity across our operations globally.

We comply strictly to the relevant legislations, policies and codes in the countries we operate in. In addition, ComfortDelGro stays vigilant of any business and ethics risks including legal and reputational risks, potential financial cost and erosion of internal trust, which may potentially create adverse impacts to our business and clientele. Consequently, we work actively to identify any forms of bribery, corruption, non-compliance, and the related risks in our business operations.

### HOW WE MANAGE THIS

The Management sets the tone from the top in promoting ethical culture and having zero tolerance to fraud. Standing firm on our belief to uphold good corporate governance and high standards of ethics and integrity, we have implemented several policies to safeguard our ethical business and operational integrity. These policies include anti-corruption, anti-bribery, competition law, supplier code of conduct and whistleblowing policy.

Through these policies, we aim to:

- Conduct our affairs in a manner consistent with the highest ethical and professional standards
- Engage in fair and honest business practices
- Show respect for each other, our customers, business partners, suppliers, shareholders, the authorities, and the communities we operate in
- Communicate in a factual, honest, and prompt manner
- Be open and transparent in our dealings
- Exhibit strong environmental stewardship

All employees are required to declare any conflicts of interest. This is done as part of the new employee induction process or as soon as any conflict arises. During the new employee induction, contents of the Employee Code of Conduct are communicated, which comprises of policies pertaining to anti-corruption, anti-bribery, ethics and competition law, amongst other matters. These policies are reviewed periodically to ensure content relevance, and to reflect market updates. Regular communications and case studies are also shared to ensure staff awareness and compliance.

Employees also make an annual declaration of any conflict of interest, or lack thereof, as well as a declaration of understanding and agreement to abide by the Employee Code of Conduct. Declarations made are reported to respective direct superiors, the CEO of the Business Unit and Group Chief Human Resource Officer.

### Our current processes to prevent corruption

The Group implemented robust internal controls such as multi-step approvals and relevant checks and balances, to prevent fraud and corruption. We also leverage our comprehensive management control on self-assessment questionnaires to establish consistent baseline controls across the Group, enhancing the effectiveness of our finance and business processes.

The Group Internal Audit team conducts independent investigations when allegations of corrupt conduct is received. In the event of an incident involving misconduct by an employee, we execute disciplinary action as deemed necessary. Consequences of misconduct include, but are not limited to, termination of employment, and notifying relevant law enforcement authorities of any alleged breaches of the law.

To ensure our supply chain partners maintain the same level of rigour we set internally, our suppliers are required to comply with our Global Supplier Code of Conduct. If our suppliers are found to have participated in any fraudulent activity, corrupt conduct or demonstrate non-compliance to our Code of Conduct, ComfortDelGro will cease future engagements with them. Our Group Internal Audit team conducts regular audits and provide assurance to the operational integrity of related Code of Conduct and anti-corruption at ComfortDelGro.

We provide a safe environment for our employees to raise their concerns, and have a formal grievance handling procedure to manage employee dissatisfaction or complaints (e.g. favouritism, workplace harassment etc). As a fair employer, we:

1. Handle all complaints of discrimination seriously
2. Conduct proper investigations
3. Respond to the affected person promptly and proactively
4. Record and file grievances confidentially
5. Treat both complainant and respondent fairly

# GROWING OUR BUSINESS WITH STRONG GOVERNANCE, ETHICAL INTEGRITY, AND INNOVATION

6. Involve unions in the process when appropriate
7. Conduct training for all managers involved in handling grievances

## **Whistleblowing policy**

The Group has an established Whistleblowing Policy that provides a whistleblowing alert line that empowers our employees to report any misconduct or fraud directly to the Chairman of the Audit and Risk Committee (ARC) and/or the Group Chief Internal Audit Officer. Our Whistleblowing Policy protects our employees by keeping them anonymous and protecting them from potential reprisals. Employees are given a Company e-handbook detailing how they can raise their concerns.

The ARC provides independent oversight on the investigations conducted by Group Internal Audit. In the event of any escalation of critical cases, the Group Chief Internal Audit Officer will be tasked by the ARC Chairman with the investigation of the case, subsequently reporting the outcome to the management and ARC. The management is responsible for the implementation of remedial or disciplinary actions where necessary. Reported incidents will be dealt with promptly and thoroughly. In 2023, there were 12 whistleblowing cases reported via our whistleblowing channel across the Group to the ARC. Of which, 4 cases were assigned to Group Internal Audit. Upon investigation, the allegations for the cases were unsubstantiated. The remaining 8 cases were relating to operational matters that were investigated and resolved by the management.

Our Whistleblowing Policy allows employees or external parties to report any business misconducts without fear of retaliation, discrimination, or adverse consequences. With any reports, we respond by taking appropriate action, where significant, disciplining or terminating the employment and/or services of those responsible. All reports

of incidents, including information or evidence provided, on matters relating to whistleblowing will be handled discreetly, and every effort will be made to maintain the confidentiality of the information provided, within the limits of the law. The number of whistleblowing cases is updated and reported to the ARC quarterly.

The ARC similarly oversees ComfortDelGro's Enterprise Risk Management. They are responsible for ensuring compliance towards all regulations and listing rules at our operational regions. The ARC reviews our internal control processes quarterly to ascertain our compliance with all emulations and listing rules. Further details on our corporate governance and risk management can be found in the ComfortDelGro Annual Report 2023.

## **Conflict of Interests**

Our efforts to uphold business integrity is also underpinned by our conflicts of interest policy. This policy aims to foster a culture of ethics and integrity where all representatives of ComfortDelGro are guided by a set of guidelines for gifts. These guidelines set out the Group's intolerance for improper use of gifts or entertainment to gain special advantage in a business relationship which include solicitation of gifts or entertainment, seeking favours or preferential terms for personal benefit from any business partners. Employees are therefore not permitted to offer or accept any gifts or entertainment without the authorisation of their supervisors. Business gifts and entertainment presented on the Group's behalf must be consistent with our highest standards of ethical business practice and any applicable laws and regulations and only for the achievement of business goals and objectives. In any instance, employees are empowered and encouraged to declare to the HR, any circumstances, updates and situations which may arise to a potential conflict of interest at any time during their employment.

Additionally, all employees involved in

onboarding suppliers, raising purchase requisition, tender evaluation and tender award, are reminded to make such declarations as well. Furthermore, our procurement team must make an annual declaration on conflicts of interest and is required to attend a workshop on Procurement Fraud Prevention and Detection within their first two years of service.

## **OUR PERFORMANCE AND THE WAY FORWARD**

In 2023, three former VICOM staff were convicted for corruption. One was fined in July 2023, while the other two sentenced with a fine and jail term in August 2023 and October 2023 respectively. This case involved three service advisors receiving bribes from motor workshops from an authorised reporting centre for motor accidents. This case was originally uncovered in 2020 and directly investigate by the Corrupt Practice Investigation Bureau.

In response to this, as well as to further reduce the risk of similar occurrences, VICOM has attained the ISO37001:2016 Anti-Bribery Management (ABMS) certification, a voluntary standard aimed at enhancing a company's anti-bribery compliance procedure. VICOM also provides anti-corruption training to all its employees and ensures that employees reaffirm VICOM's Code of Conduct twice a year. VICOM is committed to ensuring the highest standard of integrity and will continue conduct reviews and implement measures where necessary to reduce the likelihood of anti-bribery and other similar incidents.

We remain committed to upholding the highest standards of business ethics and integrity. Going forward, we aim to achieve the following targets:

- Zero cases of non-compliance on standards requirements, relevant legislation, and code of conducts
- Zero cases of corruption, bribery, and anti-competitive behaviour

# GROWING OUR BUSINESS WITH STRONG GOVERNANCE, ETHICAL INTEGRITY, AND INNOVATION

GRI 205-1: Operations assessed for risk related to corruption

	<b>2023</b>
Total number of operations	50
Total number of operations assessed for risk relating to corruption	50
Percentage of operations assessed for risks relating to corruption	100%

GRI 205-2: Communication and training about anti-corruption policies and procedures

	<b>2023</b>
Total number of governance body members	10
Total number of governance body members whom we have communicated our anti-corruption policies and procedures to	10
Total number of governance body members who have received training on anti-corruption	10

GRI 205-2: Communication and training about anti-corruption policies and procedures

	<b>SENIOR MANAGEMENT</b>	<b>MANAGEMENT</b>	<b>PROFESSIONAL</b>	<b>NON-EXECUTIVES</b>
Total number of employees in each employee category	228	791	2,139	19,535
Total number whom we have communicated our anti-corruption policies and procedures to	228	791	2,139	19,535
Total percentage of employees whom we have communicated our anti-corruption policies and procedures to	100%	100%	100%	100%
Total number of employees who received training and anti-corruption	145	386	1,554	10,219
Total percentage of employees who received training and anti-corruption	64%	49%	73%	52%

GRI 205-3: Confirmed incidents of corruption and actions taken

<b>INCIDENTS OF NON-COMPLIANCE</b>	<b>2023</b>
Total number and nature of confirmed incidents of corruption	1
Total number of confirmed incidents in which employees were dismissed or disciplined for corruption	1
Total number of confirmed incidents when contracts with business partners were terminated or not renewed due to violations related to corruption	0
Public legal cases regarding corruption brought against the organisation or its employees during the reporting period and the outcomes of such cases	0

GRI 205-2: Communication and training about anti-corruption policies and procedures

	<b>2022<sup>41</sup></b>	<b>2023</b>
Total number of business partners	2,513	2,635
Total number of business partners that the organisation anti-corruption policies and procedures have been communicated to	2,513	2,635
Total percentage of business partners that the organisation anti-corruption policies and procedures have been communicated to	100%	100%

41 This relates to only Singapore's business partners.

# GROWING OUR BUSINESS WITH STRONG GOVERNANCE, ETHICAL INTEGRITY, AND INNOVATION

## CYBERSECURITY, DATA PRIVACY, AND INNOVATION

### WHY THIS MATTERS TO US

The acceleration of digitalisation and technological advancement presents both opportunities and risks to ComfortDelGro. Opportunities from the digitalisation of processes and procedures aid in cost savings. On the other hand, with the advancement of digital, the risk of cyber-related attacks also increases. These risks include potential software attacks, cybercrimes, malware, spyware and ransomware potentially leading to systems' unavailability and data breaches.

As a result, it is crucial for us to continuously strengthen our defences against the evolving cybersecurity threat landscape and risks through enhancing our security solutions, data privacy, cybersecurity policies and processes. Thus, we are dedicated to continually maintaining the utmost care in storing, handing and managing any information. By doing so, we strive to create a more robust data privacy and protection framework.

### HOW WE MANAGE THIS

We manage any cybersecurity, data privacy and innovation issues through compliance with all data protection and cybersecurity regulations in our respective jurisdictions of operation. Our management remains aware of the cybersecurity risks and strives to strengthen the company's cybersecurity capabilities and employees' awareness.

In efforts to strengthen our internal awareness of the importance of cybersecurity, Cybersecurity Awareness Training is conducted regularly through both physical and e-learning platforms to update employees with the latest information on security threats and trends, updated policies, new prevention, mitigation and response measures. This training programme is compulsory for all employees to equip them with essential capabilities and skillset to curb cybersecurity risks. Weekly security news bites and a monthly newsletter with cybersecurity tips are also disseminated to our employees.

Furthermore, our management participated in Table Top Exercises in the Cybersecurity Response processes and procedures to ensure that they are familiar with the necessary response and mitigation mechanisms in the event of a cybersecurity incident or breach. These exercises enable our management team to effectively respond to potential incidents and look out for any potential risks, thereby minimising the impact of potential threats.

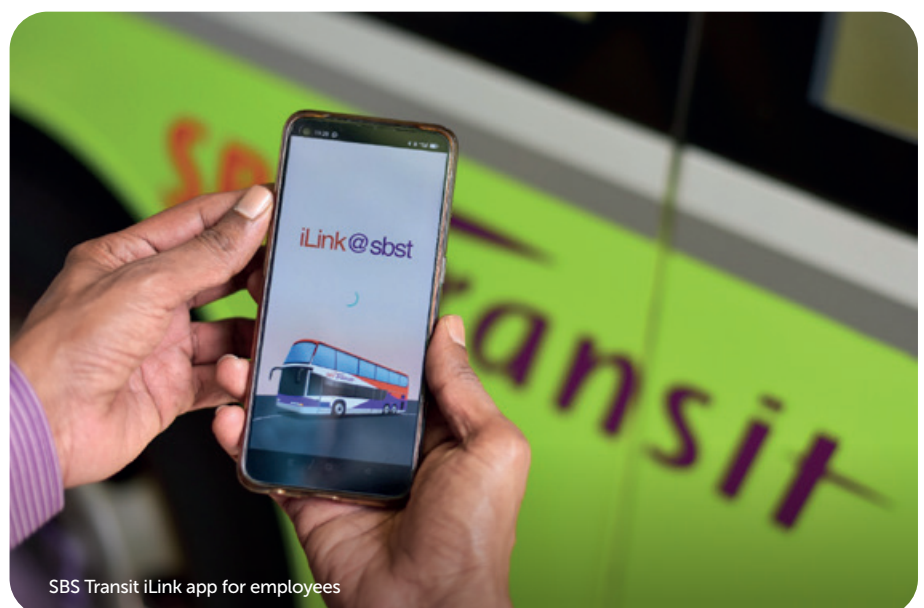
As we leverage digital tools, technology and IT in our operations, we align our IT security management framework with industry standards. This allows us to exemplify best practices and have in place processes to respond quickly to any potential security breaches that may cause a disruption in our operations and loss of data. We have adopted several measures such as the application of Endpoint Detection and Response, Network Threat Detection, Network Access Control, Intrusion Prevention Systems, multi-level firewalls, Micro-segmentation, server OS hardening, software code hardening, data loss prevention controls, Browser Isolation to manage the evolving cyber security threats.

Going hand in hand with our IT security management framework, our Data Breach Management Plan provides a

thorough and comprehensive response in the event of data and security breaches. This plan also puts in place safeguards such as encryption of sensitive personal data, and a series of Cybersecurity Incident Response procedures to be leveraged on in the case of data breach.

To further fortify our IT systems, we perform vulnerability assessments and penetration tests and audits on planned intervals. Additionally, automated security updates and patches are applied to all servers and endpoints to ensure our systems uphold the highest standards of protection.

As we frequently handle the personal data of our public patrons, ComfortDelGro developed our Personal Data Protection Policy in line with Singapore's Personal Data Protection Act 2012. Our international business units have adapted the policy in compliance with their local legislation such as the General Data Protection Regulations 2016, which is a component of the European Union privacy law, and The Privacy Act 1988 in Australia. The Group's guidelines are reviewed every two years as required with changes in privacy laws and regulations. Regular audit in compliance with our Group's Personal Data Protection Policies are conducted



SBS Transit iLink app for employees

# GROWING OUR BUSINESS WITH STRONG GOVERNANCE, ETHICAL INTEGRITY, AND INNOVATION

throughout the year. This is also supported by our management control self-assessment questionnaire on Data Governance, completed annually by all Business Unit on an annual basis. This fosters a culture of accountability and continuous improvement in data governance practices

In addition, a Data Protection Working Group was established to ensure compliance with the Group's PDPA Policies. This group consists of Data Protection Officers (DPO) across our Business Units. All DPOs contact details in Singapore are made available to the public, in compliance with PDPA through the Accounting and Corporate Regulatory Authority of Singapore (ACRA). The DPOs in Singapore have completed the Practitioner Certificate in Personal Data protection (Singapore), while overseas DPOs undergo similar data protection training in accordance with the local regulations.

All DPOs are tasked with ensuring that the Group's guidelines are implemented and reported to the Group on a quarterly basis. Business Units in Singapore are also encouraged to attain the Data Protection Trustmark (DPTM) certification to demonstrate accountable data protection practices to enhance the company's reputation, fosters trust, and instils confidence in the business, raising its competitiveness both locally and overseas. To date, ComfortDelGro Engineering, SBST Transit and VICOM have all obtained the DPTM certifications.

We have a Data Breach Management Plan in place that provides a swift and thorough response in the event of data and security breaches. This plan entails the encryption of sensitive personal data, and a series of incident response procedures to be leveraged in the case of a data breach.

## OUR INITIATIVES

With the evolving economy and pick up of digitalisation, innovation is key to staying ahead of the curve. To do so, we have invested in several initiatives to



bolster our innovative capabilities and technologies.

In 2023, we invested in Shift4Good, a global independent venture capital impact fund dedicated to sustainability mobility. Similarly, SBS Transit has participated in the Huawei Singapore Tech4City Dialogue II (Mobility & Finance) to discuss innovative ideas that will shape the future of transportation. This would aid in our efforts to adopt a data-driven approach for operational excellence and the implementation of sustainable and inclusive measures to deliver safe, reliable and accessible journeys for our passengers.

We have also partnered with Alstom, a 3D printing provider with an engineering unit that specialises in 3D printing of train parts locally, removing the need to import spare parts. This not only reduced carbon emissions, but also enables the customisation of components and strengthening of supply chain resilience. For instance, a steel composite coil nucleus – part of a component called a propulsion control contactor that powers the train – can be 3D-printed for under \$200 within three weeks.

ComfortDelGro has also begun to use drones for inspections. In a shift

away from traditional methods, our Group Property Services commenced its facade inspection of our offices at Braddell Headquarters using a drone, which enabled us to check for any building facade defects within minutes. With the help of Artificial Intelligence (AI) and image analytics technology, our drones can detect issues such as water ponding, excessive debris, paint peeling, and unwanted foliage growing in crevices. The system can furthermore generate a detailed report of the detects found and offer useful insights for roof upkeep.

Recognising the importance of innovation on the future of mobility, ComfortDelGro is also continuously driving investments in innovation of various mobility solutions. In 2019, a US\$100 million corporate venture capital fund we set up to invest in mobility and automotive technologies and solutions that complement the Group's land transport business whilst allowing the company to build future capabilities.

In 2022, ComfortDelGro established an Autonomous Vehicle Centre of Excellence (AV CoE), aimed at building up its capabilities in the operation and maintenance of autonomous vehicles. In 2023, to boost its autonomous



# GROWING OUR BUSINESS WITH STRONG GOVERNANCE, ETHICAL INTEGRITY, AND INNOVATION

vehicle operation capabilities, the Group invested in Ottopia – a software company that develops teleoperation software for such vehicles. Ottopia’s teleoperation technology is unique in its ability to remotely assist, guide and safely control fleets of autonomous vehicles. Its software, which has been tested and deployed in a variety of environments, can be integrated into the Group’s future AV operations, making it an essential tool that would enable the adoption of AV technology in smart urban mobility.

In 2019, ComfortDelGro Group, through its subsidiary VICOM, invested in Foretellix, a start-up that provides safety-driven verification and validation solutions for Automated Driving Systems and Advanced Driver Assistance Systems.

We also invested in NEU Battery Materials through our fund, a Singapore-based lithium-ion battery recycling startup pioneering an electrochemical redox targeting technology for the sustainable recycling of battery materials. Their patented process requires electricity as its only consumable and utilises regenerative chemicals to avoid toxic waste and harsh acids. Being less polluting than more commonplace methods such as hydrometallurgy and pyrometallurgy, it paves the way for the wider adoption of a more sustainable way to recycle all forms of lithium-ion batteries. It will also form new partnerships with electric vehicle original equipment manufacturers and battery manufacturers to advance the adoption of its technology in the transport and mobility sectors. To boost capabilities, NEU Battery Materials has begun its research into recycling other lithium battery chemistries, such as the cobalt-based batteries used in smart devices and EVs. Our subsidiary, SBS Transit, has also recently signed an Memorandum of Understanding (MoU) with NEU Battery Materials to allow for sustainable recycling of end-of-life Electric bus batteries used in SBS Transit buses.

In October 2023, we invested in car sharing start-up Drive Lah to tap on its car connectivity and navigation technologies. As part of the investment, ComfortDelGro also inked a preferred fleet partner agreement with Drive Lah. Through this partnership, our subsidiary ComfortDelGro Australia will progressively supply up to 3,000 cars to Drive mate (Drive Lah’s car sharing platform in Australia) in Sydney and Melbourne.

As strong believers of sustainability, our subsidiary, SBS Transit participated in the Huawei Singapore Tech4City Dialogue II (Mobility & Finance) to discuss innovative ideas that will shape the future of transportation. SBS Transit adopts a data-driven approach for

operational excellence and implements sustainable and inclusive measures to deliver safe, reliable and accessible journeys for our passengers. The same year, SBS Transit begin their deployment of autonomous AI robot dogs, as one of the three transformation initiatives that will be rolled out on the NEL by the first quarter of 2024, before extending them progressively to the Downtown Line the same year.

To facilitate internal knowledge sharing, we have also developed a Knowledge Bank in 2022, an IT system that allows internal knowledge sharing about tender wins and losses, lessons learnt and best practices among various global teams. This will play a significant role in improving organisational tendering capabilities.



SBS Transit autonomous AI robot dog

# GROWING OUR BUSINESS WITH STRONG GOVERNANCE, ETHICAL INTEGRITY, AND INNOVATION

## OUR PERFORMANCE AND THE WAY FORWARD

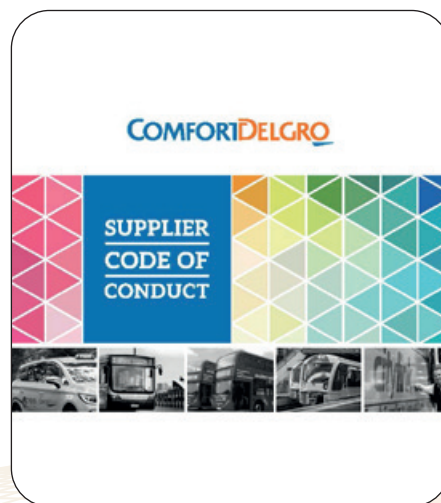
Moving forward, we aim to maintain a zero-breach status through continued investment in our IT platforms and systems, data protection measures and cyber security solutions.

GRI 418-1: Substantiated complaints concerning breaches of customer privacy and losses of customer data

	2022	2023
<b>Total number of substantiated complaints received concerning breaches of customer privacy</b>	0	0
<b>Complaints received from outside parties and substantiated by the organisation</b>	0	0
<b>Complaints from regulatory bodies</b>	0	0
<b>Total number of identified leaks, thefts or losses of customer data</b>	0	0



ComfortDelGro headquarters in Singapore



## SUPPLY CHAIN MANAGEMENT

### WHY THIS MATTERS TO US

With operations globally, ComfortDelGro is mindful of managing the environmental and social impacts in our supply chain. We aim to ensure the highest level of transparency and accountability across our supply chains, to drive environmental and social sustainability. Cognisant of how intertwined our economy and business operations are, we strive to establish strong relationships with our suppliers and establish resilience within our value chain.

### HOW WE MANAGE THIS

We implemented environmental and social screening in our supply chains to effectively manage any potential risks, which included an ESG assessment into our supplier selection criteria for tenders over S\$500,000. In 2023, we enhanced our Global Supplier Code of Conduct, to strengthen the human and labour rights, business practices, ethics and risk management aspects. The Supplier Code of

Conduct is implemented globally, fostering consistency and standardised sustainability practices, with the aim of achieving a more cohesive and impactful supply chain management system.

We evaluate our suppliers through a multi-criterion weighted matrix. Each criterion is assigned a weightage according to its relative importance. The criterion used include:

- The supplier's technical capabilities
- Product/Service quality
- Supply assurance
- Environmental responsibility
- Safety records
- Financial stability
- Cost competitiveness
- Social impact

Additionally, in Singapore, for tenders above \$500,000, we evaluate our suppliers on the following:

- If they are signatory of any sustainability initiatives e.g. UNGC which would require commitment to human right principles;
- If they have any social sustainability policy e.g. human rights policy; and
- If they have received non-compliance notice, fine or penalties for any labour and employment-related offence

Once suppliers are screened and selected, they are onboarded through a process containing several compliance and risk assessments to ensure alignment to ComfortDelGro's Supplier Code of Conduct. This mitigates any potential supply chain risks, particularly with respect to fraud and corruption, supply assurance, non-compliance with environmental, health and safety or other regulations, as well as legal and pricing

# GROWING OUR BUSINESS WITH STRONG GOVERNANCE, ETHICAL INTEGRITY, AND INNOVATION

risks. If the suppliers are unable to comply with the Supplier Code of Conduct, ComfortDelGro will refrain from entering a working relationship with them.

The performance of our suppliers is further assessed through our Supplier Performance Management exercise. Suppliers are assessed on their market practice, together with our contractual expectations. Furthermore, key suppliers are appraised based on their cost management, service standards, product quality, technology, capability, supply assurance and ESG assessment. Ultimately, this assists us in our risk mitigation efforts and enables us to rectify the root causes of any issues promptly.

## OUR MEASURES AND INITIATIVES

### **Singapore**

In 2020, we implemented the ComfortDelGro Procurement, Analytics, Sourcing and Supplier (ComPASS) system. ComPASS is an electronic spend management system that drives end-to-end procurement processes. The system covers processes such as supplier onboarding, sourcing, contract management, procure-to-pay and spend analysis functions for all local and overseas trade suppliers. Since its roll out, ComPASS has enabled suppliers to electronically submit bids for quotation and tendering, sign contracts through integration, retrieve Purchase Order and submit e-invoices via a single platform. In 2023, more than 97% of the transaction volume in Singapore was made through ComPASS. The implementation of ComPASS has also helped to reduce paper wastage significantly – to date, 142,167 invoices have been processed electronically. The primary users of ComPASS are our Singapore based

trade suppliers from the three key industries, namely manufacturing, fuel and energy supplies and facilities management.

In efforts to further create an efficient supplier and procurement process, ComfortDelGro has partnered with C2FO, a global leader in working capital solutions, to launch our Early Payment Programme in March 2023. As we are aware of the necessity of timely capital for our suppliers' daily business operations, the programme enables our suppliers to receive early payment on any of their approved invoices. This user-friendly platform can be accessed at any time and at the user's discretion. We hope that this platform will help to alleviate the financial concerns of our suppliers and forge a stronger relationships and trust with them.

### **UK & Ireland**

At our UK operations, Metroline conducts screening processes which includes ESG criteria during the supplier onboarding vetting process. Metroline's supplier terms and conditions also include compliance requirements on areas such as environmental, health and safety or other regulations, and verification on relevant ISO certifications. Additionally, our Modern Slavery Statement outlines our zero-tolerance to modern day slavery and our commitment to enforcing effective systems and controls to prevent and address modern slavery in its operations and supply chains.

### **Australia**

Aside from adherence to a robust Quotation & Tendering Policy, we have various supply-related commitments that are embedded in our Modern Slavery Statement, which is reviewed and published annually. The statement

encapsulates our zero-tolerance approach to modern slavery and is committed to implementing and enforcing effective systems and controls to prevent and address modern slavery in its operations and supply chains. In addition, we are also committed towards the inclusion of First Nations suppliers and Social Enterprises within our supply chain wherever possible.

### **China**

We adapted our Supplier Code of Conduct to meet local regulations in China, lining up our businesses with the local requirements. At the same time, our Business Units continue to monitor the performance and activities of our suppliers, ensuring that they are aligned to the standards and principles that ComfortDelGro upholds.

### **New Zealand**

At our New Zealand operations, we employ a streamlined procurement procedure that necessitates adherence by employees, tailored to specific circumstances, ensuring the optimal selection of suppliers offering superior quality, performance and pricing. Underpinning this procurement procedure is our Auckland One Rail (AOR) Supply Chain, Procurement and Tendering framework that sets out the overarching management of a tender process, procurement principles, internal requirements, review and execution of contracts. Employees can refer to the AOR procurement framework for the steps necessary for any procurement. With this streamlined management procedure, it strives to foster a transparent and efficient procurement system with meticulous communication and validation requirements.

# GROWING OUR BUSINESS WITH STRONG GOVERNANCE, ETHICAL INTEGRITY, AND INNOVATION

## OUR PERFORMANCE<sup>42</sup> AND THE WAY FORWARD

GRI 308-2: Negative environmental impacts in the supply chain and actions taken

	2022	2023
Percentage of new suppliers screened using environmental criteria	100%	99%
Number of suppliers assessed for environmental impact	357	2,579
Number of suppliers identified to have significant actual/potential negative environmental impact	0	0
Significant actual/potential negative environmental impact identified in the supply chain	0	0
Percentage of suppliers with significant actual/potential negative environmental impact, with which improvements were agreed	0%	0%
Percentage of suppliers with significant actual/potential negative environmental impact, with which relations were terminated	0%	0%

GRI 414-2: Negative social impacts in the supply chain and actions taken

	2022	2023
Percentage of new suppliers screened using social criteria	100%	99%
Number of suppliers assessed for social impact	357	2,579
Number of suppliers identified to have significant actual/potential negative social impact	0	0
Significant actual/potential negative social impact identified in the supply chain	0	0
Percentage of suppliers with significant actual/potential negative social impact, with which improvements were agreed	0%	0%
Percentage of suppliers with significant actual/potential negative social impact, with which relations were terminated	0%	0%

For 2024 and beyond, we aim to achieve the following short-, medium-, and long-term targets:

- Zero supplier incident social and environmental non-compliance occurred on ComfortDelGro's premises or in ComfortDelGro's operations
- Ensure 100% compliance on ComfortDelGro's Supplier Code of Conduct i.e. environmental responsibility, labour rights
- Continue providing support for our supply chain in a responsible and sustainable manner to promote the growth of the ecosystem
- Continue to build trust and strong relationships with our suppliers

<sup>42</sup> The following data currently only reflects ComfortDelGro's Singapore operations. We are working towards collating and improving our data processes in our operations outside of Singapore, and will look to reporting this data in full in the near future.

# APPENDICES



# GRI CONTENT INDEX

GRI STANDARD	DISCLOSURE	PAGE NUMBER OR REFERENCE	
<b>GENERAL DISCLOSURES</b>			
<b>The Organization and its Reporting Practices</b>			
<b>GRI 2: General Disclosures 2021</b>	2-1	Organisational details	About this report, page 1
	2-2	Entities included in the organisation's sustainability reporting	Page 1
	2-3	Reporting period, frequency and contact point	Page 1
	2-4	Restatements of information	Page 1
	2-5	External assurance	Page 1
<b>Activities and Workers</b>			
	2-6	Activities, value chain and other business relationships	Page 1-3
	2-7	Employees	Page 10, 60, 61
	2-8	Workers who are not employees	Page 53, 54
<b>Governance</b>			
	2-9	Governance structure and composition	Page 28, 29
	2-10	Nomination and selection of the highest governance body	Page 28, 29
	2-11	Chair of the highest governance body	Page 28, 29
	2-12	Role of the highest governance body in overseeing the management of impact	Page 28, 29
	2-13	Delegation of responsibility for managing impact	Page 28
	2-14	Role of the highest governance body in sustainability reporting	Page 28, 29
	2-15	Conflicts of interest	Page 75
	2-16	Communication of critical concerns	Page 75
	2-17	Collective knowledge of the highest governance body	Page 28
	2-18	Evaluation of the performance of the highest governance body	Page 28, 29
	2-19	Remuneration policies	Page 17, 73
	2-20	Process to determine remuneration	Page 73
	2-21	Annual total compensation ratio	Page 73
<b>Strategy, Policy and Practices</b>			
	2-22	Statement on sustainable development strategy	Page 2-5
	2-23	Policy commitments	Page 17, 23, 29, 52, 53, 58, 64, 66, 74, 75, 80, 81
	2-24	Embedding policy commitment	Page 64, 74, 75, 80, 81
	2-25	Processes to remediate negative impact	Page 2, 64, 74, 75
	2-26	Mechanisms for seeking advice and raising concerns	Page 2, 64, 74, 75
	2-27	Compliance with laws and regulations	Page 56, 75, 76
	2-28	Membership associations	Page 15
<b>Stakeholder Engagement</b>			
	2-29	Approach to stakeholder engagement	Page 26, 27
	2-30	Collective bargaining agreements	Page 60, 61, 64
<b>GRI 3: Material Topics 2021</b>	3-1	Process to determine material topics	Page 18, 19
	3-2	List of material topics	Page 18, 19

# GRI CONTENT INDEX

GRI STANDARD	DISCLOSURE	PAGE NUMBER OR REFERENCE
<b>MATERIAL TOPICS</b>		
<b>Enabling a climate-friendly and sustainable transport system</b>		
<b>Energy and Fuels</b>		
<b>GRI 3: Material topics 2021</b>	3-3 Management of material topics	Page 31
<b>GRI 302: Energy 2016</b>	302-1 Energy consumption within the organisation	Page 8, 33
	302-3 Energy intensity	Page 33
	302-4 Reduction of energy consumption	Page 31, 32
<b>Emissions</b>		
<b>GRI 3: Material topics 2021</b>	3-3 Management of material topics	Page 34
<b>GRI 305: Emissions 2016</b>	305-1 Direct GHG emissions (Scope 1)	Page 8, 34, 35
	305-2 Energy indirect GHG emissions (Scope 2)	Page 8, 34, 35
	305-3 Other indirect GHG emissions (Scope 3)	Page 8, 34, 35
	305-4 GHG emissions intensity	Page 8, 34, 35
<b>Resource Stewardship</b>		
<b>GRI 3: Material topics 2021</b>	3-3 Management of material topics	Page 45, 48
<b>GRI 306: Waste 2020</b>	306-1 Waste generation and significant waste-related impact	Page 9, 45
	306-2 Management of significant waste related impact	Page 45, 46
	306-3 Waste generated	Page 47
	306-4 Waste diverted from disposal	Page 9, 47
	306-5 Waste directed to disposal	Page 47
<b>GRI 303: Water and Effluents 2018</b>	303-1 Interactions with water as a shared resource	Page 48
	303-3 Water withdrawal	Page 49
	303-5 Water consumption	Page 8, 49

# GRI CONTENT INDEX

GRI STANDARD	DISCLOSURE	PAGE NUMBER OR REFERENCE
<b>Safeguarding the Wellbeing, Health and Safety</b>		
<b>Health and Safety</b>		
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Page 51, 52, 55, 56
<b>GRI 403: Occupational Health and Safety 2018</b>	403-1 OHS Management system	Page 51, 52, 53
	403-2 Hazard identification, risk assessment & incident investigation	Page 51, 52, 53
	403-3 Occupational health services	Page 51, 52, 53
	403-5 Worker training on OHS	Page 51, 52
	403-6 Promotion of worker health	Page 57, 58, 59, 60
	403-7 Prevention & mitigation of OHS impact directly linked by business relationships	Page 51, 52, 53
	403-8 Workers covered by an OHS management system	Page 51, 52
	403-9 Work-related injuries	Page 52, 53, 54
	403-10 Work-related ill health	Page 53
	<b>GRI 416: Customer health and safety 2016</b>	416-1 Assessment of the health and safety impact of products and service categories
416-2 Incidents of non-compliance concerning the health and safety impact of products and services		Page 56
<b>Our people</b>		
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Page 57, 58, 59, 61, 62
<b>GRI 401: Employment 2016</b>	401-1 New employee hires and employee turnover	Page 65
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Page 58
<b>GRI 404: Training and Education 2016</b>	404-1 Average hours of training per year per employee	Page 10, 63
	404-2 Programmes for upgrading employee skills and transition assistance programmes	Page 61, 62
	404-3 Percentage of employees receiving regular performance and career development reviews	Page 61
<b>GRI 405: Diversity &amp; Equal Opportunity</b>	405-1 Diversity of governance bodies and employees	Page 29, 60, 61
	405-2 Gender pay gap	Page 61
<b>GRI 406: Non-discrimination 2016</b>	406-1 Incidents of discrimination and corrective actions taken	Page 60
<b>Our Patrons and Communities</b>		
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Page 70, 71
<b>GRI 413: Local Communities 2016</b>	413-2 Operations with significant actual and potential negative impact on local communities	Page 70, 71



# GRI CONTENT INDEX

GRI STANDARD	DISCLOSURE	PAGE NUMBER OR REFERENCE
<b>Growing our business with Strong Governance, Ethical Integrity, and Innovation</b>		
<b>Ethical Business and Operational Integrity</b>		
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Page 74, 75
<b>GRI 205: Anti-Corruption 2016</b>	205-1 Operations assessed for risk related corruption	Page 76
	205-2 Communication and training about anti-corruption policies and procedures	Page 76
	205-3 Confirmed incidents of corruption and actions taken	Page 76
<b>GRI 206: Anti-competitive behavior</b>	206-1 Legal actions for anti-competitive behavior, antitrust, and monopoly practices	Page 75
<b>GRI 307: Environmental compliance 2016</b>	307-1 Non-compliance with environmental laws and regulations	Page 82
<b>Cybersecurity, Data Privacy and Innovation</b>		
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Page 77, 78
<b>GRI 418: Customer Privacy 2016</b>	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Page 80
<b>Supply Chain Management</b>		
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Page 80, 81
<b>GRI 308: Supplier Environmental Assessment 2016</b>	308-1 New suppliers that were screened using environmental criteria	Page 82
	308-2 Negative environmental impact in the supply chain and actions taken	Page 82
<b>GRI 414: Supplier Social Assessment 2016</b>	414-1 New suppliers that were screened using social criteria	Page 82
	414-2 Negative social impact in the supply chain and actions taken	Page 82

# SASB INDEX

TOPIC	ACCOUNTING METRIC	SASB CODE	REMARKS
Greenhouse Gas Emissions	Gross global Scope 1 emissions	TR-RO110a.1	Page 35
	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	TR-RO-110a.2	Page 34
	(1) Total fuel consumed, (2) percentage natural gas, (3) percentage renewable	TR-RO-110a.3	Page 33
Air Quality	Air emissions of the following pollutants: (1) NOx (excluding N2O), (2) SOx, and (3) particulate matter (PM10)	TR-RO-120a.1	Due to a change in our measurement methodologies and revision of data capturing process in 2022, we are unable to capture these emissions across all of our operations. ComfortDelGro is committed to report to SASB and will progressively report to this metric in the future.
Driver Working Conditions	(1) Total recordable incident rate (TRIR) and (2) fatality rate for (a) direct employees and (b) contract employees	TR-RO-320a.1	Page 54
	(1) Voluntary and (2) involuntary turnover rate for all employees	TR-RO-320a.2	Page 65, 66
	Description of approach to managing short term and long-term driver health risks	TR-RO-320a.3	Page 51, 52
Accident & Safety Management	Number of road accidents and incidents	TR-RO-540a.1	Page 56
	Safety Measurement System BASIC percentiles for: (1) Unsafe Driving, (2) Hours-of-Service Compliance, (3) Driver Fitness, (4) Controlled Substances/Alcohol, (5) Vehicle Maintenance, and (6) Hazardous Materials Compliance	TR-RO-540a.2	BASICS system is specific to the US and is not applicable to CDG's business units. However, CDG has established other Safety Management Systems as detailed in the Health and Safety section of the report.
	(1) Number and (2) aggregate volume of spills and releases to the environment	TR-RO-540a.3	NA, ComfortDelGro does not engage in hazardous waste transportation.

ACTIVITY METRIC	SASB CODE	REMARKS
Revenue ton miles (RTM)	TR-RO-000.A	ComfortDelGro does not transport goods and hence this metric is not relevant to our line of business.
Load factor	TR-RO-000.B	ComfortDelGro does not transport goods and hence this metric is not relevant to our line of business.
Number of employees, number of truck drivers	TR-RO-000.C	Total number of employees: 22,693

ComfortDelGro is not reporting to SASB Car Rental & Leasing - Sustainability Accounting Standard in 2022 due to a change in our measurement methodologies and revision of data capturing process. We are committed to report to SASB and will investigate the reinclusion of the SASB Car Rental & Leasing standard in the future.

# UNGC INDEX

PRINCIPLE	DESCRIPTION	PAGE REFERENCE
<b>Human Rights</b>		
<b>Principle 1</b>	Businesses should support and respect the protection of internationally proclaimed human rights; and	Page 58, 64, <a href="#">Human Rights Policy</a>
<b>Principle 2</b>	Make sure that they are not complicit in human rights abuses	Page 58, 64, <a href="#">Human Rights Policy</a>
<b>Labour</b>		
<b>Principle 3</b>	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;	Page 64, <a href="#">Human Rights Policy</a>
<b>Principle 4</b>	the elimination of all forms of forced and compulsory labour;	Page 64, <a href="#">Human Rights Policy</a>
<b>Principle 5</b>	the effective abolition of child labour; and	Page 64, <a href="#">Human Rights Policy</a>
<b>Principle 6</b>	the elimination of discrimination in respect of employment and occupation	Page 64, <a href="#">Human Rights Policy</a>
<b>Environment</b>		
<b>Principle 7</b>	Businesses should support a precautionary approach to environmental challenges	Page 29
<b>Principle 8</b>	undertake initiatives to promote greater environmental responsibility; and	Page 39, 40, 41, 42
<b>Principle 9</b>	encourage the development and diffusion of environmentally friendly technologies	Page 39, 40, 41, 42
<b>Anti-corruption</b>		
<b>Principle 10</b>	Businesses should work against corruption in all its forms, including extortion and bribery	Page 74, 75, <a href="#">Human Rights Policy</a>





# TCFD INDEX

KEY ELEMENTS	RECOMMENDATIONS	PAGE
<b>Governance</b> <i>Disclose the organisation's governance around climate-related risks and opportunities</i>	a) Describe the Board's oversight of climate-related risks and opportunities	28
	b) Describe management's role in assessing and managing climate-related risks and opportunities	28
<b>Strategy</b> <i>Disclose the actual and potential impacts of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning where such information is material</i>	a) Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long term	36, 37
	b) Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning	38, 39
	c) Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario	38, 39
<b>Risk Management</b> <i>Disclose how the organisation identifies, assesses, and manages climate-related risks</i>	a) Describe the organisation's processes for identifying and assessing climate-related risks	36, 37
	b) Describe the organisation's processes for managing climate-related risks	38, 39
	c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation's overall risk management	29, 38, 39
<b>Metrics and targets</b> <i>Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material</i>	a) Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process	43, 44, respective environmental topics
	b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks	35
	c) Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets	22

# SUMMARY OF TCFD RISKS AND OPPORTUNITIES

The following summarises the key results from our TCFD 2023 Report. For the full report, please refer to [ComfortDelGro TCFD 2023 Report](#).





The table below summarises the climate-related risks and opportunities that are pertinent to ComfortDelGro, highlighting the potential financial impact and opportunities from identified physical and transition risks and opportunities.

PHYSICAL RISKS	COUNTRIES IMPACTED <sup>44</sup>	TIME HORIZON	DESCRIPTION & POTENTIAL FINANCIAL RISKS AND OPPORTUNITIES FOR COMFORTDELGRO <sup>45</sup>
<b>Acute</b> – Heatwaves (Rising mean temperatures)	<ul style="list-style-type: none"> <li>• Singapore</li> <li>• UK/Ireland</li> <li>• Australia</li> <li>• China</li> <li>• New Zealand</li> </ul>	Short to medium-term	<p>With rising temperatures and more frequent heatwaves arising from global warming and climate change, risks attributing to the increased cost of cooling spending and risk to labour productivity are expected.</p> <p>At the same time, rising mean temperatures could affect the frequency of heat-related injuries or conditions. In ComfortDelGro’s countries of operation, heatwaves during the summer have been experienced in the recent years.</p> <p><b>Quantitatively explored impact</b> </p> <ul style="list-style-type: none"> <li>• Higher energy costs due to increased cooling from air conditioning and cooling systems</li> <li>• Productivity risk to manpower due to heat stress</li> </ul> <p><b>Qualitatively explored impact</b> </p> <ul style="list-style-type: none"> <li>• Liquidation damages if service level agreements with clients not met due to disruptions from heatwaves</li> </ul>
<b>Acute</b> – Floods (flash floods and river floods)	<ul style="list-style-type: none"> <li>• Singapore</li> <li>• UK/Ireland</li> <li>• Australia</li> <li>• China</li> <li>• New Zealand</li> </ul>	Short to medium-term	<p>Climate change is likely to exacerbate the frequency and intensity of extreme flood events. Additionally, the changing climate has seen heavier precipitation and rainfall, as well as faster and increased snowmelt which contributes to flooding.</p> <p>Flooding may impede and disrupt the transportation services that ComfortDelGro provides.</p> <p><b>Quantitatively explored impact</b> </p> <ul style="list-style-type: none"> <li>• Business disruption loss due to flash floods</li> <li>• Business disruption loss due to river floods</li> <li>• Higher insurance related costs for buildings due to increase in flooding</li> </ul> <p><b>Qualitatively explored impact</b> </p> <ul style="list-style-type: none"> <li>• Reduction in asset value due to destruction to assets from flooding</li> <li>• Liquidation damages if service level agreements with clients not met due to flood disruption</li> <li>• Reputational risks if risks are not handled properly</li> <li>• Increased reviews on business continuity plans as frequency and intensity of floods increase</li> <li>• Higher repair and maintenance costs due to damage from floods</li> <li>• Increase in repair and maintenance costs which results in more revenue for CDG Engineering</li> <li>• New and increased demand for climate-related insurance for CDG’s insurance business</li> </ul>





44 All countries were considered in the screening. As part of the scenario analysis, we explored the impacts for the countries where this risk resulted to be relevant and/or where data for quantification of the impact of the risk was available. In this context, ‘Countries impacted’ refers only to the countries for which the risk was quantified or further explored qualitatively.

45 Taking into account the amount of current data and information available, only some potential impacts were further qualitatively explored or quantified as they were deemed the most relevant to ComfortDelGro’s business.

# SUMMARY OF TCFD RISKS AND OPPORTUNITIES

PHYSICAL RISKS	COUNTRIES IMPACTED <sup>44</sup>	TIME HORIZON	DESCRIPTION & POTENTIAL FINANCIAL RISKS AND OPPORTUNITIES FOR COMFORTDELGRO <sup>45</sup>
<b>Acute</b> – Storms / Cyclones (Tropical cyclones, convective storms, such as snowstorms, tornadoes)	<ul style="list-style-type: none"> <li>• UK</li> <li>• China</li> </ul>	Short to medium-term	<p>The frequency and intensity of extreme weather patterns and natural disaster events has been exacerbated due to climate change. This may significantly affect ComfortDelGro's operations from business disruption to the workplace safety of our employees.</p> <p><b>Quantitatively explored impact</b> </p> <ul style="list-style-type: none"> <li>• Business disruption due to tropical storms</li> <li>• Higher related insurance costs for buildings due to increasing storms frequency and intensity</li> </ul> <p><b>Qualitatively explored impact</b> </p> <ul style="list-style-type: none"> <li>• Reduction in asset value due to destruction from storms</li> <li>• Liquidation damages if service level agreements with clients not met due to storm disruption</li> <li>• Increased reviews on business continuity plans due to increasing frequency and intensity of storms</li> <li>• Reputational risks if risks are not handled properly</li> <li>• Higher repair and maintenance costs due to damage from storms</li> <li>• Increased repair and maintenance costs results in increase revenue for ComfortDelGro's Engineering business</li> <li>• New and increased demand for climate-related insurance for CDG's insurance business</li> </ul>
<b>Chronic</b> – Wildfires	<ul style="list-style-type: none"> <li>• UK</li> <li>• Australia</li> <li>• New Zealand</li> </ul>	Short to medium-term	<p>With rising temperatures and drier conditions, the frequency and length of wildfires and bushfires are expected to be increased and prolonged. These wildfires would result in the need for more business continuity plans, employee protection and repair and maintenance costs in the event of a fire.</p> <p><b>Quantitatively explored impact</b> </p> <ul style="list-style-type: none"> <li>• Higher insurance related costs for buildings due to increasing intensity and frequency of wildfires</li> </ul> <p><b>Qualitatively explored impact</b> </p> <ul style="list-style-type: none"> <li>• Reduction in asset values due to destruction from wildfires</li> <li>• Business disruption to services due to wildfires</li> <li>• Liquidation damages if service level agreements with clients not met due to disruption</li> <li>• Increased reviews on business continuity plans due to increasing intensity and frequency of wildfires</li> <li>• Reputational risks if risks are not handled properly</li> <li>• Higher repair and maintenance costs due to damage in property and assets from wildfires</li> <li>• Increased repair and maintenance costs results in increase revenue for CDG Engineering business</li> <li>• New and increased demand for climate-related insurance for CDG's insurance business</li> </ul>

# SUMMARY OF TCFD RISKS AND OPPORTUNITIES

PHYSICAL RISKS	COUNTRIES IMPACTED <sup>44</sup>	TIME HORIZON	DESCRIPTION & POTENTIAL FINANCIAL RISKS AND OPPORTUNITIES FOR COMFORTDELGRO <sup>45</sup>
<b>Chronic</b> – Rising sea levels <sup>46</sup>	<ul style="list-style-type: none"> <li>• Singapore</li> <li>• UK/Ireland</li> <li>• Australia</li> <li>• China</li> <li>• New Zealand</li> </ul>	Medium to long-term	<p>With increasing mean temperatures attributing from global warming and climate change, rising sea levels is expected. This may impede ComfortDelGro's operations in areas that are vulnerable to sea level rise.</p> <p><b>Quantitatively explored impact</b> </p> <ul style="list-style-type: none"> <li>• Higher insurance related costs for buildings due to risk of sea level rise</li> </ul> <p><b>Qualitatively explored impact</b> </p> <ul style="list-style-type: none"> <li>• Reduced asset values due to destruction from rising sea-levels</li> <li>• Business disruption to services due to rising sea levels</li> <li>• Liquidation damages if service level agreements with clients not met due to disruption</li> <li>• Increased reviews on business continuity plans in event of sea level rise</li> <li>• Reputational risks if risks are not handled properly</li> <li>• Increased repair and maintenance costs results in increase revenue for CDG Engineering business</li> <li>• New and increased demand for climate-related insurance for CDG's insurance business</li> </ul>
<b>Chronic</b> – Droughts / water scarcity	<ul style="list-style-type: none"> <li>• Singapore</li> <li>• UK/Ireland</li> <li>• Australia</li> <li>• China</li> <li>• New Zealand</li> </ul>	Medium to long-term	<p>Water is a scarce and limited resource and climate change is affecting the supply of freshwater due to several reasons including increased runoff of pollutants and sediment and decreased water availability from droughts. As the supply of freshwater decreases, the cost and availability may be limited.</p> <p><b>Quantitatively explored impact</b> </p> <ul style="list-style-type: none"> <li>• Higher insurance related costs for buildings due to risk of weather-related droughts or water scarcity</li> </ul> <p><b>Qualitatively explored impact</b> </p> <ul style="list-style-type: none"> <li>• Business disruption to services due to droughts</li> <li>• Liquidation damages if service level agreements with clients not met due to disruption</li> <li>• Reputational risks if risks are not handled properly</li> <li>• Higher repair and maintenance costs due to limited water resources</li> <li>• Additional operational costs due to limited water resources</li> </ul>

46 Rising sea levels risk will be relevant where ComfortDelGro's operations and assets are coastal.

# SUMMARY OF TCFD RISKS AND OPPORTUNITIES

TRANSITION RISK	COUNTRIES IMPACTED	TIME HORIZON	DESCRIPTION & POTENTIAL FINANCIAL RISKS AND OPPORTUNITIES FOR COMFORTDELGRO <sup>47</sup>
<b>Low carbon economy transition policies &amp; regulations</b> – Increased climate change-related regulations and disclosures	<ul style="list-style-type: none"> <li>• Singapore</li> <li>• UK/Ireland</li> <li>• Australia</li> <li>• China</li> <li>• New Zealand</li> </ul>	Short to long-term	<p>In the countries where ComfortDelGro has operations, there has been an observed rise in climate-related regulations and disclosures. In Singapore, UK and Ireland, as well as New Zealand, regulators require all publicity listed companies to publish climate-related disclosures which includes energy use, carbon emissions and GHG emissions. In China and Australia, the regulatory space is gearing up for establishing mandatory ESG reporting regulations, with China working towards standardising corporate reporting and Australia seeing mandatory disclosure regulations as soon as 2024. As we move further into the transition to a low-carbon economy, we can expect stricter and an increased number of climate change regulations.</p> <p><b>Qualitatively explored impact</b> </p> <ul style="list-style-type: none"> <li>• Increased operating costs to comply with regulations and necessary disclosures</li> <li>• Costs and non-compliance to regulations related to climate change</li> <li>• Reputational risks and pressures from stakeholders to align with climate-related regulations</li> <li>• Increased revenues through access to new and emerging markets e.g. potential gain in revenue through increased demand for VICOM's green/EV and emission testing services</li> <li>• Reputational advantages for timely or early adoption of regulations</li> </ul>
<b>Low carbon economy transition policies &amp; regulations</b> – Emissions reduction regulations or policies	<ul style="list-style-type: none"> <li>• Singapore</li> <li>• UK/Ireland</li> <li>• Australia</li> <li>• China</li> <li>• New Zealand</li> </ul>	Medium to long-term	<p>To decarbonise national emissions, regulators have started to adopt regulations and policies where companies are required to achieve carbon neutrality or net zero emissions by a given data set by the local government. Additionally, regulators have started to encourage and invest in services that boost contributions to the low-carbon economy.</p> <p>For example, Singapore's Green Plan outlines the country's framework to strengthen its climate change and sustainability commitments to position the nation to achieve net zero emissions by 2050. Similarly, in New Zealand, the Climate Change Response (Zero Carbon) Amendment Act and Emissions Reduction Plan sets out the country's ambition and roadmap to meet their 2050 net zero targets.</p> <p>With emissions reduction plans and frameworks, regulation and national policymakers have also invested in ensuring sectors and industries are able to transition at the right pace. In the UK, the government has invested £2 billion over the next five years to improve the walking and cycling infrastructure in the country. Likewise, in Australia's Long-Term Emissions Reduction Plan to achieve net zero by 2050, the Australian government will invest A\$80 billion in low emissions technologies over the next decade.</p> <p><b>Qualitatively explored impact</b> </p> <ul style="list-style-type: none"> <li>• Penalties can be faced for not transitioning to low-carbon operations</li> <li>• Increased costs of energy and fuel due to low-carbon emissions regulations</li> <li>• Regulatory and reputational pressures if not in line with the country trends</li> </ul>

<sup>47</sup> Taking into account the amount of current data and information available, only some potential impacts were further qualitatively explored or quantified as they were deemed the most relevant to ComfortDelGro's business.




# SUMMARY OF TCFD RISKS AND OPPORTUNITIES

TRANSITION RISK	COUNTRIES IMPACTED	TIME HORIZON	DESCRIPTION & POTENTIAL FINANCIAL RISKS AND OPPORTUNITIES FOR COMFORTDELGRO <sup>47</sup>
			<ul style="list-style-type: none"> <li>• Capital costs and investments into retrofitting and transitioning towards energy efficient and low-carbon equipment and vehicles</li> <li>• Early retirement of assets and vehicles due to energy efficient requirements</li> <li>• Low-carbon transition investment opportunities</li> <li>• Opportunity to improve the resilience and energy efficiency of portfolio</li> </ul>
<b>Low carbon economy transition policies &amp; regulations</b> – Carbon pricing	<ul style="list-style-type: none"> <li>• Singapore</li> <li>• Australia</li> <li>• China</li> <li>• New Zealand</li> </ul>	Medium to long-term	<p>In the countries which ComfortDelGro operates in, carbon markets are in place and operational, presenting either carbon prices, carbon taxes or an emissions trading scheme (“ETS”) with the aim of decreasing carbon emissions.</p> <p>For example, Singapore’s carbon tax level is expected to reach S\$45/tCO<sub>2</sub>e and S\$50/tCO<sub>2</sub>e to S\$80/tCO<sub>2</sub>e by 2026 and 2030 respectively. Similarly, Ireland carbon tax is expected to increase by €7.50/tCO<sub>2</sub>e from €41.00 to €48.50. In New Zealand and China, ETS has become operational in efforts to reduce national GHG emissions.</p> <p><b>Quantitatively explored impact</b> 🔍</p> <ul style="list-style-type: none"> <li>• Increase operational costs due to energy and fuel price increase from carbon pricing (quantified as an indirect risk impact)</li> </ul> <p><b>Qualitatively explored impact</b> 📄</p> <ul style="list-style-type: none"> <li>• Increased expenses to purchase carbon allowances</li> <li>• Higher costs of services due to carbon pricing</li> <li>• Selling of carbon allowances /credits based on EV charging and solar businesses</li> </ul>
<b>Market</b> – Changing consumer preference and stakeholder expectations	<ul style="list-style-type: none"> <li>• Singapore</li> <li>• UK/Ireland</li> <li>• Australia</li> <li>• China</li> <li>• New Zealand</li> </ul>	Medium to long-term	<p>With government regulations promoting greener transport, a transition towards EVs and low emission vehicles in ComfortDelGro’s countries of operation will be expected. This transition would also result in an increase in public transport ridership and expectation with public transportation becoming the main commute method e.g. 75% of commute to be attributed mass public transport during peak periods.<sup>48</sup></p> <p>Similarly, the UK’s government is striving to decarbonise all forms of transport, pushing for the enhancement of cycling and walking infrastructure, zero emission buses and coaches and delivering a net zero railway network by 2050.</p> <p><b>Qualitatively explored impact</b> 📄</p> <ul style="list-style-type: none"> <li>• Losing out to competitors if unable to keep up with the changing expectations from consumers to provide greener alternatives</li> <li>• Potential investor scrutiny if there is a lack of or incomplete disclosure and efforts to decarbonise</li> <li>• Reputational risks and pressures if unable to keep up with changing expectations and competition</li> <li>• Competitive advantage can be established</li> <li>• Opportunity to reinvent and transition product offerings towards greener alternatives to keep up with the competition</li> <li>• Reputational advantages for timely uptake of solutions to fit changing consumer expectations</li> </ul>

48 Source: Singapore Green Plan targets, <https://www.greenplan.gov.sg/targets>

# SUMMARY OF TCFD RISKS AND OPPORTUNITIES

TRANSITION RISK	COUNTRIES IMPACTED	TIME HORIZON	DESCRIPTION & POTENTIAL FINANCIAL RISKS AND OPPORTUNITIES FOR COMFORTDELGRO <sup>47</sup>
<b>Market</b> – Transition of fleet towards greener fleet	<ul style="list-style-type: none"> <li>• Singapore</li> <li>• UK/Ireland</li> <li>• Australia</li> <li>• China</li> <li>• New Zealand</li> </ul>	Medium to long-term	<p>The transition to a low-carbon economy is expected to accelerate the development of the necessary technology to adapt to the energy efficiency requirements and low-carbon solutions. In the transport sector, we expect more green alternatives and low-carbon technologies and options such as EVs, hydrogen fuel and hybrid vehicles to surface as governments transition their transport sectors to a low-carbon one. The enhancements of such infrastructure can be seen in all the countries of our operation where transitioning the transport sector is a key component of the roadmap to hitting their national climate goals.</p> <p><u>Qualitatively explored impact</u> </p> <ul style="list-style-type: none"> <li>• Capital investments necessary to transition to greener fleet</li> <li>• Capital expenses to adopt changing technologies including upskilling</li> <li>• Reputational risks and pressures for inability to transition to a greener fleet</li> <li>• Cost savings from moving from fuel to electricity in term of carbon costs</li> <li>• Opportunity to establish competitive advantage</li> <li>• Reputational advantages for timely uptake of technology</li> </ul>

# SUMMARY OF TCFD CLIMATE RISK ASSESSMENT

The following highlights the results of ComfortDelGro's climate risk assessment.

## PHYSICAL RISKS

### Acute risks

- Rising mean temperatures on electricity costs and productivity risks to manpower due to heat stress
- More frequent or intense floods on business activity and risk to manpower
- More frequent or intense storms
- Increasing and more intense wildfires and bushfires

### Chronic risks

- Rising sea levels and water scarcity



## ADDITIONAL FINANCIAL IMPACT FOR THE RESPECTIVE YEAR

	Singapore	UK	Ireland	Australia	China	New Zealand
<b>2030</b>	<ul style="list-style-type: none"> <li>• Higher cooling costs to be expected in both scenarios</li> <li>• Moderate additional financial impact due to flash floods</li> </ul>	<ul style="list-style-type: none"> <li>• River flood risks would be the largest impact in both scenarios, followed by tropical storms.</li> <li>• Higher cooling costs and flash flood risks is to be experience moderate increases</li> <li>• Insurance costs due to climate change is likely to add to potential loss of revenue</li> </ul>	<ul style="list-style-type: none"> <li>• Minimal financial impact to business with flash floods being the largest in both scenarios</li> </ul>	<ul style="list-style-type: none"> <li>• Higher cooling costs is found to be the highest additional financial impact in both scenarios, followed by river flood risks</li> </ul>	<ul style="list-style-type: none"> <li>• Higher cooling costs to be expected in both scenarios.</li> <li>• Flash floods, river floods and tropical storms result in a minimal additional financial impact in both scenarios</li> </ul>	<ul style="list-style-type: none"> <li>• Impacts from river floods is expected to decrease towards 2050, however still reflecting the highest additional financial impact in 2030</li> <li>• Mild financial impact from flash floods</li> </ul>
<b>2040</b>	<ul style="list-style-type: none"> <li>• Significant increase in cooling costs in both scenarios, In the 1.5°C scenario, costs are seen to increase 43% from 2030. In the &gt;3°C scenario, costs are likely to increase 93% from 2030</li> <li>• Additional financial impact due to flash floods in the 1.5°C scenario remains constants whilst seeing an increase in the &gt;3°C scenario</li> </ul>	<ul style="list-style-type: none"> <li>• Anticipated large additional financial impact to revenue from tropical storms in the &gt;3°C scenario</li> <li>• Significant increase in additional financial impact from river floods in the 1.5°C scenario</li> <li>• Expected increase in additional cooling costs in the &gt;3°C scenario</li> </ul>	<ul style="list-style-type: none"> <li>• Significant increase in additional financial impact of river floods in both scenarios, seeing an increase of more than 50% from 2030 costs.</li> <li>• Cooling costs is anticipated to more than double in both scenarios, however it represents a low risk</li> </ul>	<ul style="list-style-type: none"> <li>• River flood risks to business sees a small decrease in the 1.5°C scenario, whereas increases more than two-fold in the &lt;3°C scenario</li> <li>• Anticipated larger increase in cost of electricity for cooling in the &gt;3°C scenario as compared to the 1.5°C scenario, similarly for flash flood risks</li> </ul>	<ul style="list-style-type: none"> <li>• Significant increase in cooling costs in both scenarios, seeing a more than 50% increase from 2030 costs.</li> </ul>	<ul style="list-style-type: none"> <li>• Anticipated cost increase for cooling costs by more than 50% in both scenarios</li> </ul>

# SUMMARY OF TCFD CLIMATE RISK ASSESSMENT

<b>2050</b>	<ul style="list-style-type: none"> <li>• Slight increase in cooling costs from 2040 for both scenarios.</li> <li>• Financial impact from flash floods remains constant from the 2040 costs.</li> </ul>	<ul style="list-style-type: none"> <li>• In both scenarios, flash floods and river floods be the largest financial impact</li> </ul>	<ul style="list-style-type: none"> <li>• River flood risk in the &gt;3°C scenario is expected to be the largest, seeing financial impact to more than double.</li> </ul>	<ul style="list-style-type: none"> <li>• Electricity costs for cooling gradually increases in both scenarios</li> <li>• River floods risks in the &gt;3°C scenario would significantly increase and remain stable in the 1.5°C scenario</li> </ul>	<ul style="list-style-type: none"> <li>• Slight increase in cooling costs from 2040 for both scenarios.</li> <li>• Financial impact from flash flood, river floods and tropical cyclones would see the largest impact in 2050 in both scenarios</li> </ul>	<ul style="list-style-type: none"> <li>• Electricity costs for cooling gradually increases in both scenarios</li> <li>• River flood risks increases minimally in the 1.5°C scenario and increases by more than 50% in the &gt;3°C scenario</li> </ul>
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## OUR RESILIENCE STRATEGY

- Increase climate resilience by conducting climate and environment assessments to identify operational risks and financial impact
- Establish business continuity planning to mitigate and plan for adverse physical risks in the countries of operation
- Support communities impacted by climate change

## **COMFORTDELGRO CORPORATION LIMITED**

205 Braddell Road  
Singapore 579701

Mainline (65) 6383 8833  
Facsimile (65) 6287 0311  
[www.comfortdelgro.com](http://www.comfortdelgro.com)

Company Registration No. 200300002K

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