

Sustainability Report

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19



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ABOUT THIS REPORT

We are pleased to share with you our latest Sustainability Report. This Sustainability Report articulates ComfortDelGro's sustainability ambition across all our operations around the world. It underscores our commitment to keep our Stakeholders abreast of our efforts and performance across the Environmental, Social and Governance (ESG) domains. ESG issues are complex but increasingly critical, both to our long-term value as a Company and to the wider society. This is especially so for us as a global mobility service provider.

We play a key role in contributing to sustainable development through connecting societies with mobility services, including our extensive public transport networks. We welcome the opportunity to share this progress with you in our fifth Sustainability Report. This Report has been prepared in accordance with the Global Reporting Initiative's (GRI) Standards: Core option and SGX Listing Rule 711 (A) and (B).

REPORTING PERIOD AND SCOPE

We have provided a detailed account of our performance where data is currently available, based on the Group's financial year from 1 January to 31 December 2019.

As our subsidiaries – SBS Transit and VICOM – are also listed on the Singapore Exchange, we have produced their figures separately in this Sustainability Report.

This Sustainability Report supplements ComfortDelGro's Annual Report 2019, which can be found on our corporate website www.comfortdelgro.com. In accordance with our environmental principles, this Report is only available on our website.

INDEPENDENT CONSULTANCY

An independent Sustainability consulting firm, Paia Consulting, was appointed to provide external assistance with the development of the contents of this Report. We intend to seek external assurance in the future.

GIVE US YOUR FEEDBACK

We welcome your feedback to help us do better. Please do provide feedback on this Report. You can reach us at groupsustainability@comfortdelgro.com.

MESSAGE FROM CHAIRMAN AND MD/GROUP CEO



LIM JIT POH
Chairman



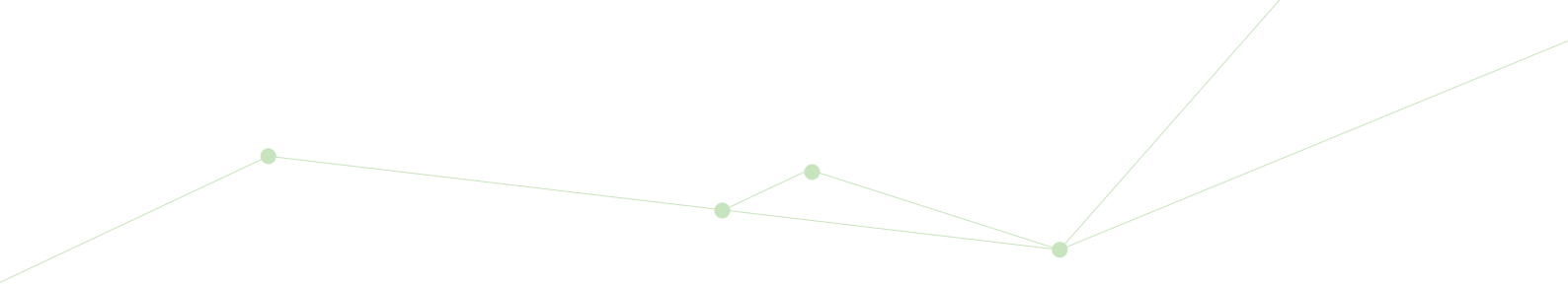
YANG BAN SENG
MD/Group CEO

2019 has been a significant year for climate action and sustainability. At the United Nations (UN) Climate Action Summit, UN Secretary General Mr Antonio Guterres pushed for stronger political action to fight climate change, while teenage climate activist Ms Greta Thunberg berated world leaders for inaction. Closer to home in Singapore, Prime Minister Mr Lee Hsien Loong said at the National Day Rally that climate change is existential to Singapore, and that everything else must bend at the knees to safeguard the existence of our island nation.

For the ComfortDelGro Group, we have deepened our commitment to sustainable development in 2019. The Board and Management have approved and adopted a sustainability framework that is aligned with 10 of the UN Sustainable Development Goals. We commit ourselves to various Environmental, Social and Governance (ESG) efforts and targets. We see our investments in sustainability as an opportunity to create value and long-term growth for the Company and our Stakeholders. The Board will continue to provide oversight, with the support of Management, to drive our ESG efforts towards building a sustainable enterprise.

Enabling an Energy Efficient Transport System

As a global mobility operator, ComfortDelGro is committed to minimising the environmental impact of our operations. To halve our Greenhouse Gas (GHG) emission intensity by 2030, the Group has put in-place various plans and initiatives, including the progressive replacement of our diesel taxis with hybrids. To-date, close to 40% of our Singapore taxi fleet is petrol-electric hybrid vehicles. In Melbourne Australia, under a green loan arrangement, we are replacing 50 of our diesel buses with the Volvo Euro 6 hybrid vehicles. In July 2019, Metroline started London's first all-electric, zero emission Route 43 service. SBS Transit, our public transport operator in Singapore, pro-actively partners the Land Transport Authority to experiment hybrid and fully-electric buses across different routes. In addition, the Group is working to increase the use of renewable energy like solar power, and to improve energy efficiency at our facilities and buildings. In 2019, new solar photovoltaic panels that were installed at the Yio Chu Kang bus interchange, provided 0.3MWp of energy to meet the operating needs of the facility.



Beyond transitioning to a greener fleet and cleaner energy, the Group is also working to improve the reliability and efficiency of our public transport services. For 2019, the Mean Kilometres Between Failure (MKBF) of our North East Line and Downtown Line were 1.38 million train-km and 1.14 million train-km respectively. The improved reliability will help in steering commuters towards using public transport that consumes less energy per passenger km compared to private vehicles.

Enhancing the Safety and Well-Being of the Community and Our People

As a responsible mobility operator, road and passenger safety are our priorities. While passenger injuries across our Group had decreased, there were still two road fatalities in 2019. Any fatality is one too many. We will expand and accelerate the implementation of technology solutions like Mobileye and predictive anti-collision system to further improve the road safety of our fleet. This is an area that we will focus on in 2020.

We see a diverse and inclusive work force as our strength. We continued our efforts to improve the representation of women in Board and senior leadership roles. Ms Jessica Cheam, a leading sustainability advocate of climate action, joined the Board in January 2019.

We also continued to invest in our employees and partners such as our cabbies. Working with various agencies, we have introduced programmes such as the Rail Manpower Development Package to train and deepen the competencies of our employees. To equip our cabbies with digital skills, more than 4,000 of them from our taxi business have undergone digital training to use various apps to improve productivity and accept digital payments as at end-2019. Our plan is to expand and roll out the digital training programme to all remaining cabbies by 2020.

In 2019, the Group continued to give back to society, including the poor, the elderly and the sick, donating about S\$1.24 million to various charities and welfare organisations. About 440 staff volunteered for charitable activities, clocking in all 3,616 hours. Our plan is to focus on the area of mobility where we can meaningfully contribute and make a difference. As part of its outreach effort, SBS Transit has partnered I'm Soul Inc., a social enterprise to launch the MAGIC CARES Van community programme to encourage the elderly to be more active through the use of music.

During the year, CabbyCare, our Taxi Business' cabby volunteer group in Singapore, made over 1,780 free trips to deliver meals and library books to the needy. For its effort in helping persons with disabilities and the needy, the social enterprise arm of the Group, GobblerCo was recently awarded the Certificate of Recognition for businesses at the SG Enable's 5th Enabling

Employers Award. ComfortDelGro was also nominated as one of the finalists for the President's Challenge Social Enterprise Award - Social Enterprise Champion of the Year.

Engraining a Culture of Innovation and Strong Governance

We continue to foster a culture of innovation and strong governance. We launched the autonomous NUSmart Shuttle trial at the National University of Singapore in July 2019. We also co-organised the 2019 Singapore Mobility Challenge, an open innovation initiative for ideas and technology to benefit commuters and the public transport industry. In this age of disruption, in order to stay relevant, the Group must be bold but nimble to assimilate new ideas, innovate and experiment.

During the year, we are glad that there were no major cyber-security or personal data breaches across the Group. Given the evolving threats and our increasing digital footprint, we must continue to strengthen our capabilities to secure our information infrastructure, systems and databases.

Continuing Our Sustainability Journey

2019 ended on a sobering note as we witnessed the massive bushfires happening in Australia, one of ComfortDelGro's key markets. As demonstrated by the impact of extreme weather events, climate change is an emerging risk. We can, and we must do more.

The Task Force on Climate-related Financial Disclosures (TCFD) is a consortium set up in 2015 to help investors understand climate risk and help companies disclose this information in a clear and consistent way. We have asked the Management to review our targets and plans, and to consider adopting the climate risk reporting framework recommended by the TCFD.

We are glad that our efforts in sustainability has been recognised when ComfortDelGro was selected as one of the five Singapore companies to be included in the 2019 Dow Jones Sustainability Index (DJSI) – Asia Pacific. Besides DJSI, Sustainalytics, a leading independent global provider of ESG and corporate research and ratings to investors, also assessed ComfortDelGro as a top fifth percentile transportation company in its 2019 ESG risk rating performance. These recognitions are affirmations that we are on the right path.

We thank our Staff, Partners and Stakeholders for their support in our sustainability journey. There is a lot more to do, and we look forward to your continuing support and partnership.

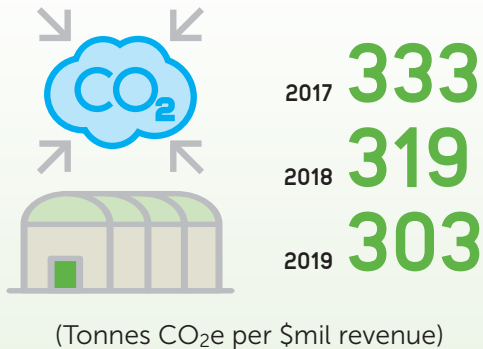
LIM JIT POH
Chairman

YANG BAN SENG
MD/Group CEO

COMFORTDELGRO IN FOCUS

ENVIRONMENTAL PERFORMANCE

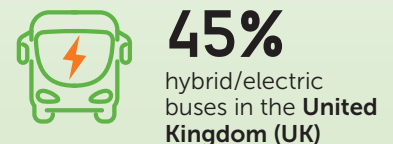
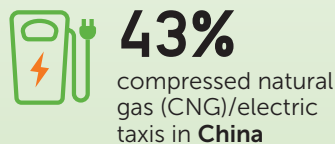
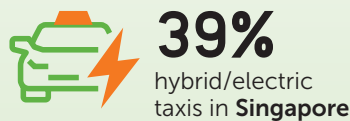
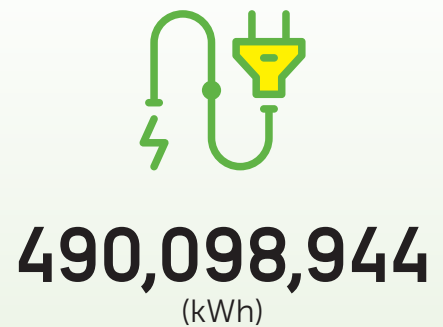
Greenhouse Gas Emission Intensity*



Greenhouse Gas Emissions*



Electricity Consumption**



Water Used**



3,822,993
(M³)

Paper including Cartons, Recycled***



63,950
(KG)

Waste Collected**



28,741
(Tonnes)

Electronic Waste Recycled***



3,073
(KG)

* Excludes operations in China, Vietnam and Malaysia as many of the businesses are joint ventures with local partners

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*** Data available only for Singapore

SOCIAL PERFORMANCE

Major Nationalities In Our Workforce

6



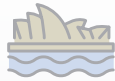
SINGAPORE

56.6%



UK & IRELAND

23.9%



AUSTRALIA

15.6%



CHINA

3.4%



VIETNAM

0.3%



MALAYSIA

0.2%

Female Employees Across The Group



2018

13%

2019

14.3%

Employees Who Are Over 50 Years Old Across The Group



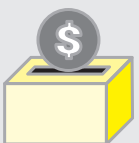
2018

36.7%

2019

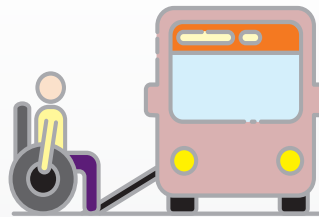
40.1%

Donations To Charity By The Group In 2019



\$S\$1.24m

Accessibility On Buses*



SINGAPORE

99%

UK & IRELAND

99%

AUSTRALIA

69%

Road Safety

Passenger Injury Rate Per Million KM



SINGAPORE

3.00

UK & IRELAND

2.75

AUSTRALIA

5.59

Passenger Fatalities

SINGAPORE

1

UK & IRELAND

1

AUSTRALIA

0

Workplace Safety



Accident Frequency Rate

SINGAPORE

1.75

UK & IRELAND

2.25

AUSTRALIA

12.88

Accident Severity Rate

SINGAPORE

49.90

UK & IRELAND

18.86

AUSTRALIA

230.85

* Singapore operations refer to SBS Transit, United Kingdom operations refer to Metroline and New Adventure Travel, Australian operations refer to ComfortDelGro Corporation Australia

COMFORTDELGRO IN FOCUS

2019 was a year of several firsts for ComfortDelGro. From launching the first all-electric bus route in London and conducting autonomous vehicle (AV) trials at the National University of Singapore (NUS), to embarking on digital training for our cabbies, we are proud of the new paths we have forged with our partners in building a more sustainable transportation system for all.



Swan Taxis Becomes First in Perth to Trial Fully-Electric Taxis

In May 2019, Swan Taxis fitted out two fully-electric taxis, under the brand EV Cabs. The Hyundai Ioniqs have up to 280km of driving range, are completely emissions-free, and are more energy efficient than internal combustion engine vehicles. Drivers and customers alike have provided positive feedback on the comfortable interior and quieter journeys.



ComfortDelGro Taxi Helps Cabbies Hop On Board Singapore's Digital Transformation Journey

In June 2019, ComfortDelGro Taxi signed a Memorandum of Understanding with the National Taxi Association to form a Training Committee for Cabbies to help cabbies keep up with technological changes, improve productivity and seize opportunities in the industry. As at end-2019, more than 4,000 cabbies have undergone the training, with the remaining slated for training in 2020.



Metroline Launches New Electric, Zero-emission Buses on London's Streets

All of Metroline's buses for one of the City's oldest bus route, Route 43, which serves thousands of Londoners each day, have gone fully electric on 1 July 2019, which also happened to be the first day of the inaugural London Climate Action Week. The fleet of electric buses serving the route are 37 BYD ADL Enviro4000 EVs, the result of a successful collaboration between Chinese automotive company BYD and British bus builders Alexander Dennis. The BYD electric buses are joined by 31 other Optare's Metrodecker EV buses on Route 134, which is also operated by Metroline.



ComfortDelGro Trials AV at NUS

The fully autonomous NUSmart Shuttle began passenger service on 30 July 2019 at the NUS' Kent Ridge campus. This trial is part of a year-long study aimed at gauging the commercial viability of providing safe autonomous shuttle bus services. The NUSmart Shuttle also made its debut at the Intelligent Transport System

World Congress held in October 2019 by providing experiential rides to participating delegates.



ComfortDelGro's Social Enterprise, GobblerCo, to Offer More Job Opportunities to the Needy with New E-Concierge Service

In August 2019, GobblerCo launched Get Genie, a new e-concierge service that enables companies to request for services in the areas of Catering, Cleaning, IT Equipment & Services, Temporary Staffing and Office Repair & Maintenance, thereby providing employment for persons with disabilities and low-income single parents. GobblerCo plans to expand the offerings to include Corporate Gifts and Stationery in the future.

'Wellbeing Bus' to Help Improve Bus Drivers' Health Launched in London

Designed to improve the health of bus drivers, the Wellbeing Bus is a collaborative project between Transport for London, Unite the Union, bus operators and Medigold Health. The bus carries occupational health technicians who provide professional health screenings and lifestyle advice for drivers and other employees - for free.



Bringing Community Together with MAGIC CARES Van

SBS Transit's new community engagement project, Project MAGIC CARES Van, was officially launched on 10 October 2019. Project MAGIC CARES Van is the result of SBS Transit's collaboration with social enterprise I'm Soul Inc. This project aims to bring the community together through music-making, enabled by Soundbeam technology. Converted from an existing SBS Transit's van, the Magic CARES Van transports instruments and staff volunteers to the neighbourhoods to engage our community in music-making.



ComfortDelGro Bus Launches Singapore's First 'Fully Predictive Anti-Collision' Bus

Singapore's first fully predictive anti-collision buses hit the roads on 1 December 2019. The Volvo B8R 49-seater buses are equipped with a Driver Support System that has a built-in Collision Warning & Emergency Brake feature. The buses will brake automatically and come to a stop if they sense that a collision is about to take place, thereby enhancing the safety of our passengers and other road users.

OUR APPROACH TO SUSTAINABILITY



As a global mobility service provider, we move and connect people, create jobs, invest and innovate to remain relevant and to improve quality of life. Our sustainability approach is focussed on minimising impacts on the environment, ensuring road, passenger and workplace safety, and enhancing the well-being of our people and the community.

BOARD STATEMENT

ComfortDelGro is committed to safeguarding the interests of our Stakeholders for sustainable growth, at the highest governance level. Sustainability is a key pillar of the Group's overall strategy and one that the Board pays close attention to. In particular, we consider Environmental, Social and Governance (ESG) issues as part of our strategic formulation. Our global sustainability strategy focusses on three key areas: enabling an energy efficient transport system, enhancing the safety and well-being of the community and our people, and engraining a culture of innovation and strong governance.

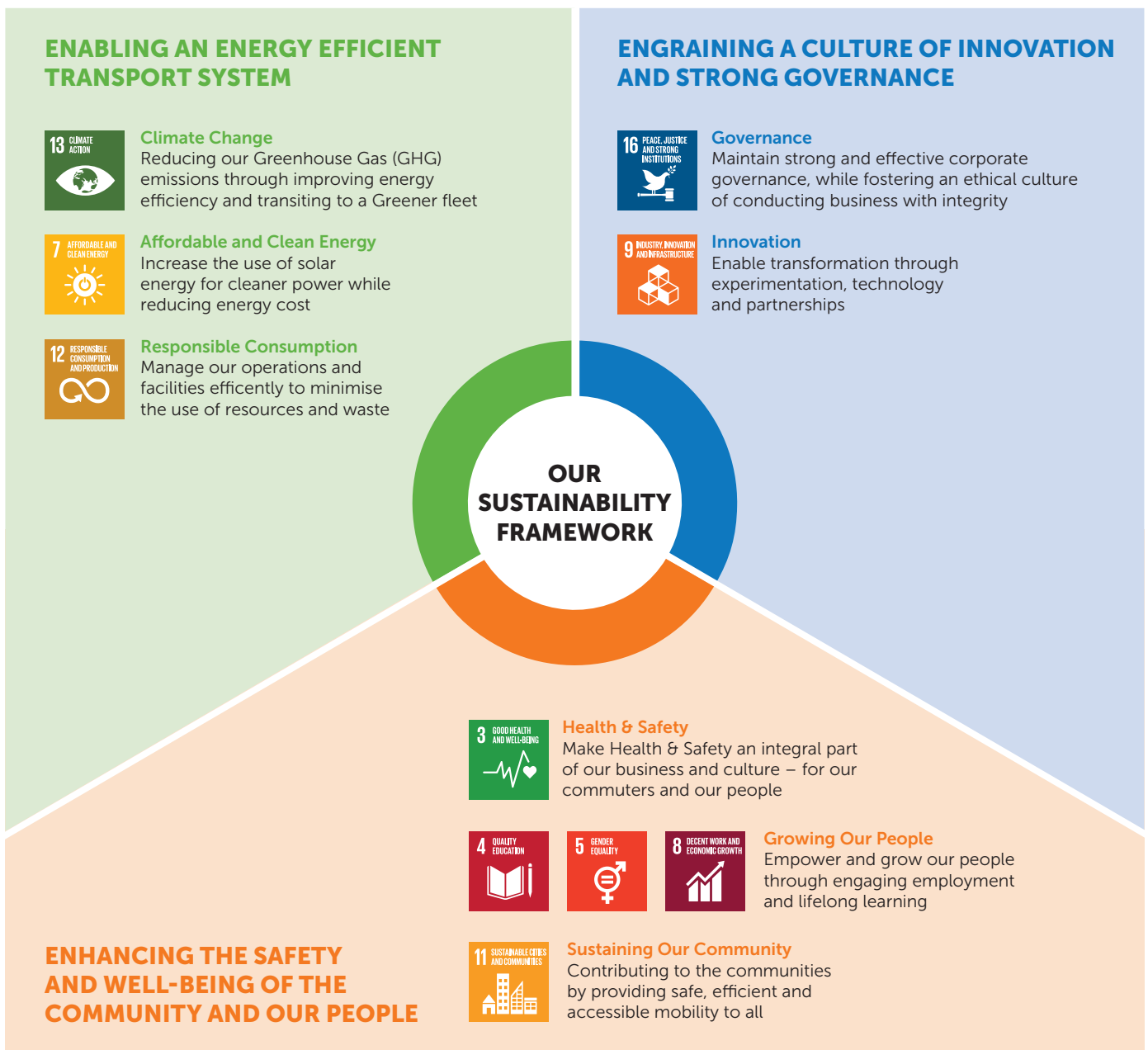
Being in the mobility business, we are cognisant that the delivery of our services has a direct impact on the environment. To this end, we have and continue to work closely with the Regulators, the vehicle manufacturers and our suppliers to reduce our overall carbon footprint. We are encouraged by the advancement of technology and are keeping close tabs on developments in the field of Green technology. We are already operating hybrid buses and taxis, and have been working with manufacturers and Regulators on electric vehicle (EV) trials. We believe that technological advancements will have a significant impact on the way we operate and our environmental footprint.

Our people, and the people we serve, is another area of focus. From the health & safety of our employees to the support for the socially disadvantaged, we are constantly looking at ways to improve. Our employees are committed to projects and activities that contribute to society and help protect the environment. ESG matters as determined by our Stakeholders and deemed to be material to value creation are integrated into our balanced scorecard, which is used to set objectives, drive behaviours, measure performance and determine remuneration. The Board reviews and approves these material issues and has tasked the Senior Management team with the management and monitoring of these issues.

Corporate governance is also something that the Board watches closely. As a company that conducts business on a global scale, we are committed to nurturing a corporate culture that encourages employees to act ethically and with a strong sense of mission in meeting the needs of customers and to ensuring transparent management and fair decision-making. In this regard, the adoption of the corporate auditor system has helped us increase the effectiveness of the auditing and monitoring functions fulfilled by Auditors. We enhanced the management oversight function of the Board of Directors by implementing appropriate measures such as reviewing the terms of reference of all Board Committees and building Board competence through relevant trainings and workshops.

OUR SUSTAINABILITY FRAMEWORK

In 2019, we mapped the United Nation’s (UN) Sustainability Development Goals (SDGs) into our sustainability framework. We focus our framework on the 10 SDGs that are most relevant to our business. ComfortDelGro supports the achievement of these SDGs through the three key pillars: Enabling an Energy-efficient Transport System, Enhancing the Safety and Well-being of the Community and Our People, and Engraining a Culture of Innovation and Strong Governance. For each of these pillars, we set targets and commitments, and implement measures to contribute to the SDGs.



OUR SUSTAINABILITY PILLARS

TARGETS

OUR ACHIEVEMENTS IN 2019

Enhancing the Safety and Well-Being of the Community and Our People



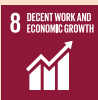
Good Health & Well-Being
Ensure healthy lives and promote well-being for all at all ages



Quality Education
Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all



Gender Equality
Achieve gender equality and empower all women and girls



Decent Work & Economic Growth
Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all



Sustainable Cities & Communities
Make cities and human settlements inclusive, safe resilient and sustainable

- Zero fatalities
- Injury rates below national averages in our locations of operation
- Invest in education and training opportunities to develop our people
- Promotes digital training across all Business Units
- Increase female representation in the workplace
- Ensures equitable remuneration structure based on work performance without gender bias
- Commits to the key principles of fair employment practices
- Abide by labour laws
- Continuous improvements in mobility and accessibility for the communities

Road Safety

Passenger safety is top priority in ComfortDelGro. We managed to reduce our road fatalities and passenger injuries in 2019. We will strive for zero road fatality in 2020. (See pg 32 & 33)

Workplace Health & Safety

Health & safety is a critical element that is integrated into our culture and daily operations. We achieved zero workplace fatality in 2019 and managed to keep our injury rates below the national averages. (See pg 34 & 35)

Employee Engagement

We put in place various programmes to build our talent pool. In 2019, we launched a series of leadership development programmes, partnered the National Taxi Association to provide digital training for our cabbies, and started training drivers to handle autonomous vehicles. (See pg 40 & 41)

Diversity & Equal Opportunity

Workplace diversity is fundamental to professional and organisational development. Female representation in all our three Boards has exceeded the target established by the Council for Board Diversity. In the April 2019 Workplace Equality Report by Equileap, the leading organisation providing data and insights on gender equality, ComfortDelGro is ranked 24th out of 100 leading companies for gender equality in the Asia Pacific region, and ranked first in the Industrial sector in this region. (See pg 39)



Fair Employment

ComfortDelGro Group is a signatory in the Tripartite Alliance of Fair and Progressive Employment Practices (TAFEP). We adhere to the key principles of fair employment practices and abide by labour laws to provide a better workplace for all. We strongly subscribe to zero tolerance for discrimination and employees are selected based on merit. (See pg 39)

Sustaining Our Community

We strive to contribute to the communities by providing safe, efficient and accessible mobility to all. In Singapore and UK, over 90% of our buses are wheelchair accessible. In 2019, our North East and Downtown Lines made improvements in reliability and both exceeded the 1 Million Mean Kilometres Between Failure (MKBF) target. (See pg 42 & 43)

OUR SUSTAINABILITY FRAMEWORK

OUR SUSTAINABILITY PILLARS	TARGETS	OUR ACHIEVEMENTS IN 2019
Enabling an Energy Efficient Transport System		
 <p>Peace, Justice & Strong Institutions Promote peaceful and inclusive societies for sustainable development provide access to justice for all and build effective, accountable and inclusive institutions at all levels</p>  <p>Industry, Innovation & Infrastructure Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation</p>	<ul style="list-style-type: none"> • Zero cases of corruption and fraud • Invest in new technologies to benefit the industry and communities • Drives innovation and change initiatives • Embeds principles and mind-set of transformation office among Stakeholders 	<p>Sustainability & Risk Governance To further strengthen our corporate governance and risk management, a Group-level Enterprise Risk Management (ERM) review was undertaken in 2019. We also put in place a governance structure for personal data protection.</p> <p>There is no corruption or fraud incident reported in 2019. (See pg 49)</p> <p>Innovation & Transformation The Group Transformation Office continued to undertake various transformation and experimentation initiatives, including the NUSmart Shuttle and on-demand bus trials. Through its US\$100 million venture capital fund, ComfortDelGro also invested in several mobility-related start-ups. Together with the Land Transport Authority and another public transport operator, ComfortDelGro organised the Singapore Mobility Challenge to source for ideas or technology that could benefit the public transport industry or commuters. (See pg 20 & 21)</p>

MATERIALITY



The materiality process guides ComfortDelGro in focussing on the most important issues for long-term value creation. This report hones in on topics which have been deemed as material to ComfortDelGro’s businesses and key Stakeholders, based on the economic, environmental and social impact caused by our business activities.

We started our sustainability reporting journey in 2015 with an in-depth materiality assessment. The assessment was based on international best practice, integrating the principles of Stakeholder Inclusivity and Sustainability Context. This would enable us to focus on matters that impact business growth and are of importance to our Stakeholders, in the wider context of sustainability.

The second phase of the assessment involved ComfortDelGro’s Senior Management and External Stakeholders prioritising and validating the identified issues. The final list of issues that are deemed as material to us are the issues that have significant economic, environmental, and social impacts, or could substantively influence the assessments and decisions of our Stakeholders.

The first phase of the assessment included an initial identification and prioritisation of ESG topics using the internationally accepted AccountAbility 5-Part Materiality Test model, as part of the AA1000 Standard. Using the model, we considered regulatory and non-regulatory norms, stakeholder behaviour and concerns, our core business policies and values, short-term financial impacts and business peer-based norms to identify issues that are most relevant to ComfortDelGro.

In 2019, we reviewed the issues internally and have deemed that they remain relevant to our business and Stakeholders. The table below shows our material issues of high and medium priority levels.

ComfortDelGro’s Material Issues	
<p>LEVEL: HIGH</p> <ul style="list-style-type: none"> Anti-Corruption (I&E) Economic Performance (I&E) Energy Efficiency, Air Emissions (I&E) Health & Safety (I&E) Labour-Management Relations, Employee Engagement (I) Non-Discrimination (I&E) Public Policy and Regulatory Framework (I&E) 	<p>LEVEL: MEDIUM</p> <ul style="list-style-type: none"> Accessibility (E) Diversity (I&E) Employee Training (I) Local Communities (E) Waste Management (I&E) Water Consumption (I&E)

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



SUSTAINABILITY AND RISK GOVERNANCE

A robust governance framework is critical for effective management of economic, environmental and social risks, and opportunities, and also the long-term success of the organisation.



Sustainability Governance Structure

Led by our Chairman Mr Lim Jit Poh, the Board of Directors champions and provides oversight on ComfortDelGro's sustainability effort. ESG matters are deliberated by the Board of Directors every half-yearly at the tabling of the six-monthly progress report.

In 2019, we saw the appointment of Ms Jessica Cheam to our Board, which reflects our resolve to take sustainability issues seriously and to build a sustainable enterprise. Ms Cheam, with her experience as the Managing Editor of sustainability media platform Eco-Business and a strong advocate for climate action, is in a favourable position to engage the Board on ESG matters that ComfortDelGro faces. Increasing the Board's fluency in ESG risks and opportunities enables the Group to effectively move towards a business strategy that goes beyond short-term financial motives.

The Sustainability Steering Committee, chaired by our MD/Group CEO Mr Yang Ban Seng, and comprising key members of the Senior Management, reviews ComfortDelGro's sustainability performance and reports performance against targets to the Board. The Steering Committee plays a key role in driving the Group's sustainability ambitions, spearheaded by our Group Chief Risk & Sustainability Officer Mr Jackson Chia, who is assisted by the ESG Working Groups. Each working group convenes bi-monthly to review the progress and discuss how the Group and its Business Units can better implement initiatives and contribute to the ESG efforts.

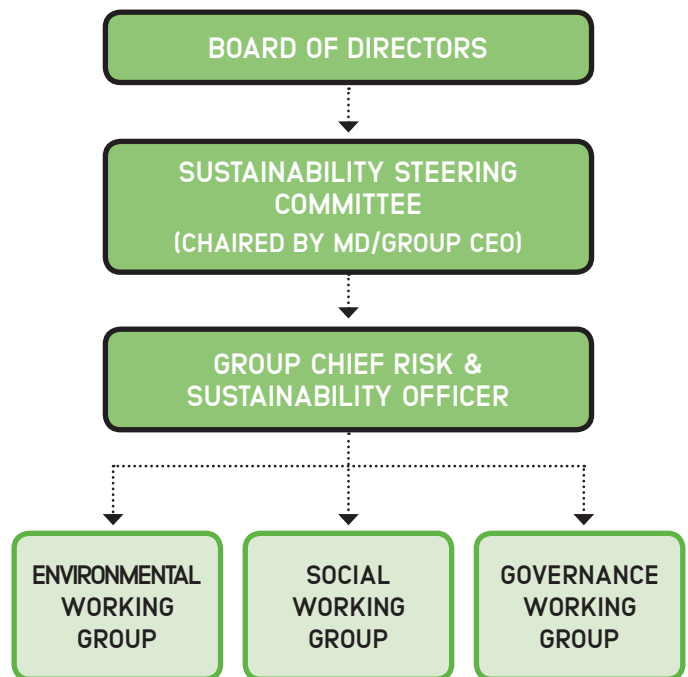
Building Sustainability Competence

On 17 October 2019, our Board of Directors and Senior Management from Singapore and overseas underwent training on sustainability to keep abreast of arising sustainability-related risks and opportunities, and to build sustainability thinking into day-to-day work. Engagements like these, conducted by Paia Consulting with inputs from the Investment Stewardship Team at BlackRock, help to ensure that our sustainability strategy, targets and initiatives are communicated and shared, and that all Board members and Senior Management understand the role they play in helping to achieve our sustainability goals. In 2019, we further strengthened our sustainability commitment and direction with the setting of targets and mission statements for each of our material topic.

Corporate Governance and Risk

As part of our wider governance framework, we aligned our governance policies and practices with the principles and guidelines set out in the Code of Corporate Governance issued by the Monetary Authority of Singapore on 6 August 2018. We also have in place a robust Enterprise Risk Management Risk Framework which enables our Group and Business Units to understand the nature and complexity of the risks involved in the operations and provides a systematic process to identify and review the risks and prioritise resources to manage them.

We continue to adopt the precautionary principle in our risk-based approach. We are a signatory of the UN Global Compact and are committed to the 10 principles on Human Rights, Labour, Environment and Anti-corruption. More information on our corporate governance and risk management can be found on pages 59 to 74 and 78 to 80 in the ComfortDelGro Annual Report 2019.



OUR STAKEHOLDERS

ComfortDelGro's approach to sustainability is firmly supported by our commitment to create long-term sustainable value for our Stakeholders, who are identified through our Risk Management process. Key Stakeholders, such as our Customers, Shareholders, Employees, Partners and Regulators, are groups that can significantly impact or be impacted by our operations. ComfortDelGro utilises various channels to regularly and actively engage our key Stakeholders. Sustainability topics have been discussed more frequently with increased awareness among our Stakeholders.



CUSTOMERS

Safety, accessibility and the overall service experience are the top areas of concern amongst customers. In 2019, we commissioned our User Experience (UX) Labs to conduct usability tests of our taxi booking app – the first-ever across the Group and for a taxi company in Singapore.

We conduct outreach programmes where new and existing customers are invited to visit our operations. We also reach out to customers through information counters, hotlines, as well as monthly Meet-the-Managers sessions. We collect customer feedback via questionnaires, online feedback forms and our service hotlines.

We also look at feedback from the annual Public Transport Customer Satisfaction Survey, conducted by the Public Transport Council. In 2019, 99.4% of commuters surveyed perceived that overall quality of public transport services had improved from the year before.



SHAREHOLDERS

We are committed to disseminating accurate and pertinent information to the market in a timely manner as part of good corporate governance. During the year, the Investor Relations team met 305 groups of fund managers, analysts and equity sales personnel over 130 meetings. Key concerns discussed included the Group's share price, competition in the Australia, China and Singapore taxi markets, the economic impacts of Brexit and the United Kingdom Government's spending on transport infrastructure.

In 2019, we had 68 face-to-face office meetings and conference calls with the media and sell-side analysts. We also participated in nine investor conferences and non-deal roadshows, which provide direct access to new and existing institutional investors from around the world.



EMPLOYEES

Employee engagement is a critical aspect of our human resource management. We conduct regular employee engagement programmes through seminars, training courses, quarterly newsletters and weekly dialogue sessions to address key topics of concerns including training and remuneration. We also organise events for team bonding, well-being and community giving.

In 2019, we launched a series of leadership development programmes catered to the specific needs of different employee groups, to encourage critical thinking, innovation and team spirit. Additionally, we conducted a sustainability workshop in October for key individuals from our Singapore Business Units, to increase their awareness of the latest sustainability trends, affirm their roles in contributing to our sustainability goals, and encourage them to incorporate sustainability in their day-to-day work.



REGULATORS

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

A range of topics are discussed at such meetings, including upcoming trends and technologies, safety, competition, environmental and accessibility issues. Where Regulators seek consultation in reviewing existing and emerging policies, we are responsive and strive to provide constructive feedback.



PARTNERS AND SUPPLIERS

We work closely with our Partners and Suppliers to ensure the smooth delivery of our services and to achieve our sustainability goals. ComfortDelGro Taxi and ComfortDelGro Engineering are actively partnering with EV original equipment manufacturers and charging station manufacturers to experiment different models of EVs.

Our procurement policy includes a supplier assessment to ensure there is no adverse impact on society and the environment. We also manage our Suppliers carefully to ensure fair opportunity and responsible practices and strict adherence to anti-corruption policies. More information can be found in the next chapter.

OUR STAKEHOLDERS



PROVIDING EXCELLENT SERVICE TO OUR CUSTOMERS

We are committed to achieving service excellence. Each year, our employees do us proud when they receive prestigious external awards in recognition of their exemplary service.

In 2019, we had 175 staff who were recipients of the National Kindness Award-Transport Gold; and five staff who were recipients of the Land Transport Excellence Award-Outstanding Service Individuals (Public Transport). Across the Group, we also had a total of 2,072 staff who received the Excellent Service Award.

National Kindness Award-Transport Gold

This national award recognises frontline staff in the transport industry who have displayed exemplary service and gracious behaviour during their course of work. It aims to inspire the recipients to continue to shine and influence their colleagues in contributing towards a more pleasant and gracious society. From SBS Transit, there were 118 recipients, with three Bus Operations and three Rail Operations staff being conferred the Outstanding Award. From ComfortDelGro Engineering, there were 17 recipients with two staff being conferred the Outstanding Award. There were also thirty-three recipients from ComfortDelGro Taxi and seven recipients from ComfortDelGro Bus.

	TOTAL RECIPIENTS	OUTSTANDING AWARDS
SBS Transit	118	6
ComfortDelGro Engineering	17	2
ComfortDelGro Taxi	33	5
ComfortDelGro Bus	7	-

Land Transport Excellence Award-Outstanding Service Individuals (Public Transport)

This national award recognises individuals who have played important roles in developing a people-centred, efficient, innovative and sustainable land transport system. Four Bus Operations staff and one Rail Operations staff from SBS Transit were conferred the award.

Excellent Service Award

This award recognises individuals who have gone beyond the call of duty in delivering exceptional service. It seeks to develop service models for staff to emulate and create service champions. The total number of winners from our Business Units are as follows:

	STAR	GOLD	SILVER	TOTAL
SBS Transit	438	496	1,055	1,989
ComfortDelGro Engineering	0	34	16	50
ComfortDelGro Taxi	9	3	21	33

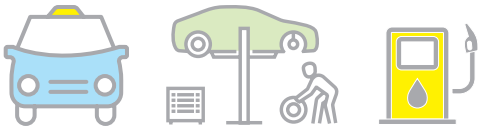


PRACTISING TRANSPARENCY AND ACCOUNTABILITY

We are proud to be recognised for our efforts to be transparent, accountable and engaging with our shareholders and investors.

At the Singapore Corporate Awards 2019, the Chief Financial Officer (CFO) of VICOM won the Best CFO Award in the Mid-cap category.

At the 20th Securities Investors Association (Singapore) Investors' Choice Awards 2019, VICOM was the winner of the Singapore Corporate Governance Award, Mid-cap category, runner-up for the Shareholder Communications Excellence Award, Mid-cap category and runner-up for the Most Transparent Company Award, Consumer Discretionary Services category. SBS Transit was also the runner-up for the Most Transparent Company Award, Consumer Discretionary Services category.



MANAGING OUR SUPPLY CHAIN

We work closely with our suppliers to maintain high standards of operation. We uphold fairness and respect in our relationships with our suppliers, pay our bills on time, and are transparent in all contracts and negotiations.

Purchases from Our Suppliers

The bulk of our purchases consist of energy and direct material & services for the operation and maintenance of our fleets. In 2019, we purchased over 1,500 hybrid taxis and fully-electric taxis. About 90% of our spend is with 45 suppliers, of which 22 of them have worked with us for more than five years. We have long-term contracts of three years or more with 203 suppliers.

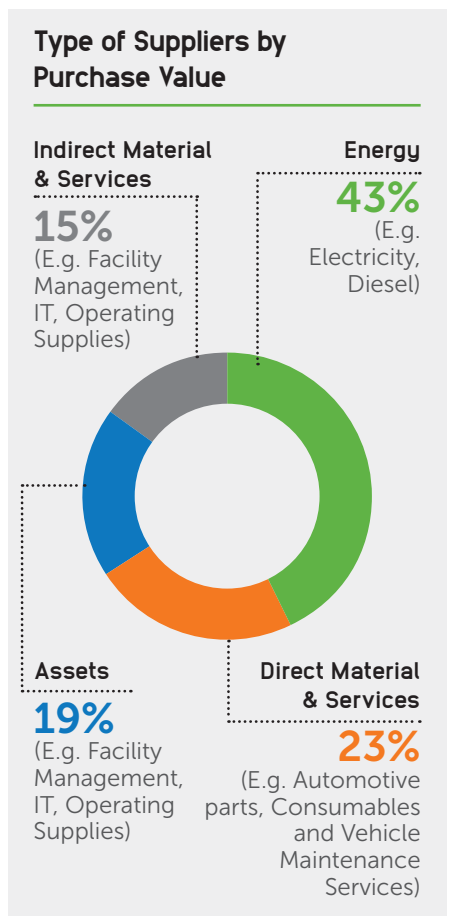
Supplier Selection

We select our suppliers using a multi-criteria weighted matrix, with each criterion assigned a weightage according to its relative importance. Criteria used include the supplier's technical capabilities, service quality, supply assurance, environmental responsibility, safety records, financial stability and cost competitiveness. Suppliers are also made aware of our Supplier Ethics Policy in every tender document, which outlines our expectations on fair practice, ethical conduct, social and environmental responsibility. We refrain from working with suppliers if they cannot comply with our Policy, and have implemented measures to mitigate supply chain risks in the areas of Fraud and Corruption, Supply, Legal, Price, Environmental, and Health & Safety. Read more about our Supplier Ethics Policy in Annex A.

Supplier Performance Management

We conduct Supplier Performance Management exercises regularly to assess our suppliers' performance against market norms and the expectations agreed upon in our contracts. Key suppliers are appraised on their cost management, safety and service standards. These contribute to our risk mitigation efforts, allowing us to accurately uncover the root causes of potential problems and resolve them as quickly as possible. Moving forward, we plan to further integrate ESG criteria into the supplier performance scoring system.

As part of our digitalisation efforts, our new procurement software, ComPASS (ComfortDelGro Procurement, Analytics, Sourcing and Supplier) will be introduced in 2020 for Singapore and be extended to other locations of operation in the coming years. The electronic spend management system will drive end-to-end procurement processes, which cover supplier onboarding, sourcing, contract management, procure-to-pay and spend analysis functions. ComPASS will enable a more robust supplier governance, and will help us work more closely with suppliers to improve processes and ensure compliance with environmental and safety regulations.



- ### Overview of the Supplier Performance Scoring System
- PROCUREMENT (30%)**
Assessed by Procurement
 - QUALITY (25%)**
Assessed by Contract Owner
 - LOGISTICS (25%)**
Assessed by Supplies & Logistics
 - TECHNOLOGY (10%)**
Assessed by Contract Owner
 - SUPPLY SECURITY (10%)**
Assessed by Finance & Supplier

ECONOMIC



ComfortDelGro is guided by the principle of creating long-term economic growth without negatively impacting environmental, social and safety aspects of the community and our people. We identify new areas of synergy and opportunities such as artificial intelligence (AI) and autonomous driving to transform and enhance our transport system. In 2019, the ComfortDelGro Group made its foray into high-tech ventures to leverage on new innovation and technologies to further strengthen its business operations.

Why This Issue Is Material

ComfortDelGro as one of the largest land transport companies in the world with a global workforce, a global shareholder base and a global outlook, has significant economic impacts throughout the societies in which we operate across our entire value chain. We look beyond short-term profits and are focussed on generating positive change and value to the economy and our Stakeholders for the long-term.

How We Manage This Issue

We believe that good corporate governance policies and sound risk management are key drivers to the Group's long-term economic growth. We are also increasingly integrating Environmental, Social and Governance (ESG) matters in our business decisions, and approaching business risks and opportunities more innovatively.

Group Performance Summary

In 2019, the ComfortDelGro Group achieved a 2.6% growth in revenue to S\$3.9 billion, registering a Profit Attributable to Shareholders of S\$265.1 million and Earnings before interest, tax, depreciation and amortisation (EBITDA) of S\$868.8 million. Lower contributions from its Singapore business, higher costs and the impact of unfavourable foreign exchange pulled the Group's 2019 net earnings 12.6% lower to S\$265.1 million. Profitability, however, remains sound, with EBITDA rising to 22.2% of the Group's Revenue, from 21.9% in 2018.

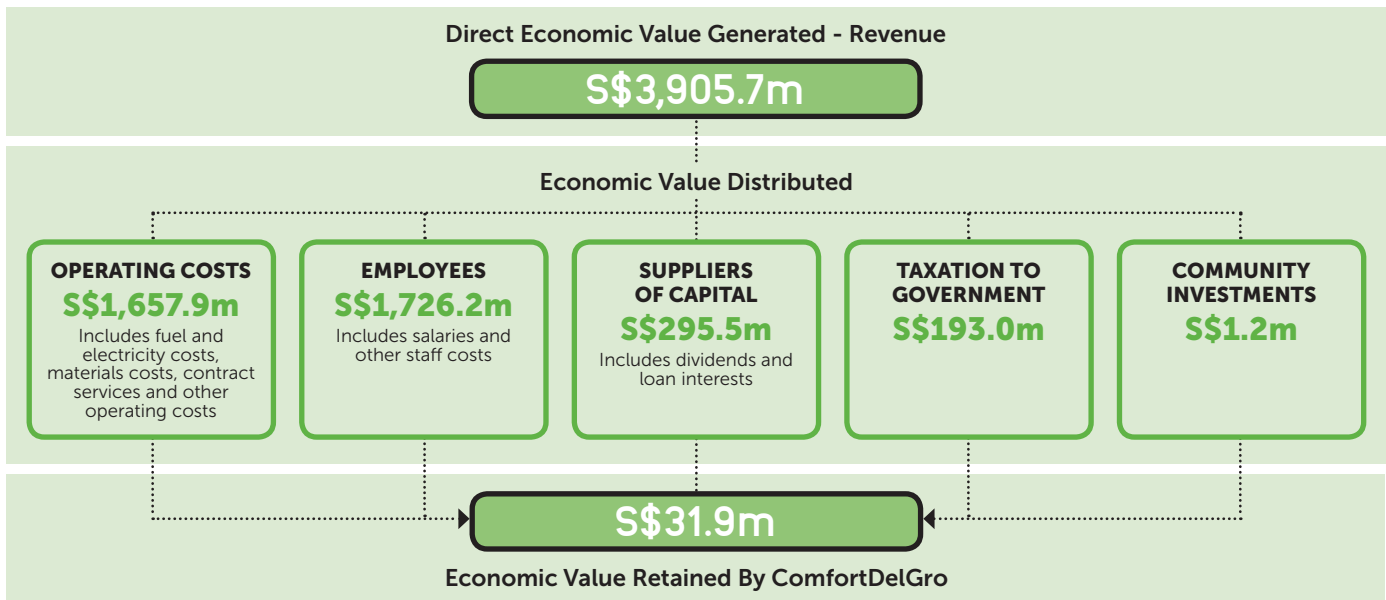
The Group continued to grow its public transport business segment, which is the main source of the Group's operating cashflows, recording a 6.2% growth in full revenue in 2019. Operating profit for the taxi business decreased by about 19.5% to S\$104.2 million due to a reduction in its operating fleet. In the absence of the one-off net gain on the surrender of lease of property at Teban Gardens in Singapore in 2018, operating profit for inspect and testing services also dropped by 23.1% to S\$30.6 million in 2019.

Key Financial Highlights

Year	2017	2018	2019
Revenue (S\$m)	3,576.4	3,805.2	3,905.7
Operating Profit (S\$m)	409.2	438.8	415.8
Profit Attributable to Shareholders (S\$m)	301.5	303.3	265.1
EBITDA	818.0	832.0	868.8
Earnings per share (cents)	13.95	14.01	12.24

We distributed around 99.2% of economic value generated to our suppliers, employees, governments and the community. Economic value retained in 2019 was S\$31.9 million.

Economic Value Retained:



The detailed breakdown of the Group’s 2019 financial results, financial highlights and value-added statement can be found in the ComfortDelGro Annual Report 2019, Group Financial Highlights, pages 13 to 15.

Sustainable Finance

We see sustainable finance as a growing opportunity to improve the Group’s overall financial resilience and flexibility in its funding strategy. The Group’s Australian subsidiary secured an A\$25 million (S\$23.1 million) green loan from OCBC Bank to finance its hybrid bus fleet in Victoria. The loan was structured according to the green loan principles issued in 2018 by the Loan Market Association and Asia Pacific Loan Market Association. Proceeds from the green loan will be used to purchase 50 hybrid buses. Delivery has since begun, with the last batch of buses to be delivered in mid-2022. The ComfortDelGro Group is Singapore’s first land transport operator to adopt a green loan, which further affirms our commitment to Sustainability.

Innovation

Driven by the market needs to innovate and transform, the ComfortDelGro Group established Fringe Enable Pte Ltd in 2019 as a corporate spinoff, set up to act as a catalyst of disruption for the Group to venture into high tech ventures and new business models. The Group Transformation Office has also launched several initiatives in 2019 to drive change in the mobility market,

and the Singapore Mobility Challenge was one of them. The Singapore Mobility Challenge is an open innovation initiative for ideas or technology to address operational level challenges, co-organised by the Land Transport Authority of Singapore (LTA), SBS Transit and the SMRT Corporation. Other digitalisation plans have also been implemented in various Business Units across the Group to improve efficiency and productivity.

Three strategic investments were made in 2019 by the Group through its US\$100 million (S\$137 million) corporate venture capital fund, ComfortDelGro Ventures. The invested start-ups are in the areas of on-demand bus technology, fleet management and autonomous vehicle safety testing. Together, these will bring about new opportunities for our current business.

In 2019, the ComfortDelGro Group also began autonomous vehicle (AV) trials with the NUSmart Shuttle at the National University of Singapore’s Kent Ridge campus in July. The fully autonomous NUSmart Shuttle, an EasyMile EZ10 autonomous shuttle, runs entirely on electricity and carries up to 12 people. It is equipped with a full range of sensors to detect and avoid potential obstacles and relies on its own internal array of software and hardware technologies for its navigation on the roads, without any assistance from external infrastructure. The 1.6km service, which is free to all commuters, operates on weekdays at 20-minute intervals at least six times a day.

ENVIRONMENTAL

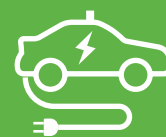
The ComfortDelGro Group of Companies aims to minimise the impact of its activities on the environment by ensuring continuous improvement in environmental performance whilst bearing in mind prevailing technical and operational constraints.

2019 Highlights:

Greenhouse Gas
Emission Intensity

303
TONNES
CO₂E

per S\$m revenue



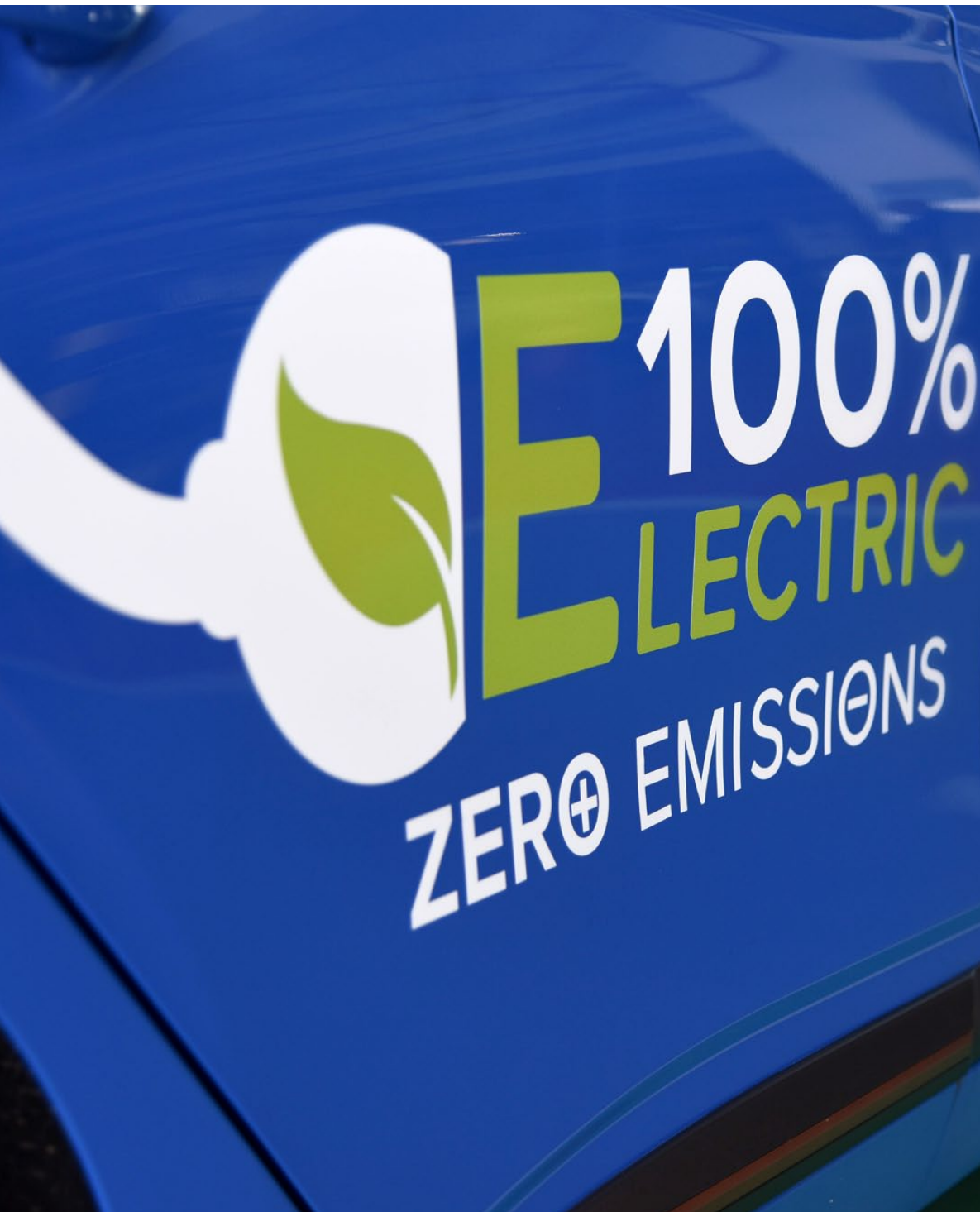
A total of
5,124

hybrids and **288**
electric vehicles (EVs)
across **Singapore, the**
United Kingdom (UK),
Australia and China



~2,025,750
kWh

of electricity generated
by solar energy from
grid-connected solar
photovoltaic (PV) roofs
in Singapore





ENERGY EFFICIENCY

In the age of climate crisis, there is an urgent need to innovate and strive towards adopting cleaner and more energy efficient systems. We have set targets to reduce our greenhouse gas (GHG) emissions through improving energy efficiency, transiting to a Greener fleet and increasing the use of renewables.

Why This Issue Is Material

The transport sector is the fastest growing contributor to climate emissions, accounting for nearly one-third of the world's energy demand and more than 20% of its carbon emissions globally.

As a global land transport company, energy efficiency is critical given the amount of time our vehicles spend on the road. Most of our taxis, for example, run practically non-stop as the bulk of them operate on dual shifts. There are hence opportunities for us to play a part in the fight against climate change.

Operating in seven countries with fleets of buses, taxis and rail, maximising fuel efficiency and investing in innovative solutions enable ComfortDelGro to contribute to climate mitigation by reducing our GHG emissions and providing cleaner transportation. Beyond the efficiency of our fleet, the quality and reliability of our services can significantly impact the energy efficiency of commutes. By improving the reliability of public transport services, commuters are motivated to use public transport rather than private vehicles which are typically more energy intensive, thus promoting more environmentally friendly travel among city dwellers.

How We Manage This Issue

ComfortDelGro has always been among the first adopters of the Government's policies in deploying suitable vehicles for service in support of the environment. We have started phasing out our diesel fleet globally and converted our fleets to hybrid or EVs.

For our existing diesel fleet, we ensure that they meet the latest standards (Euro 5 or higher), which produce lower levels of harmful exhaust emissions such as nitrogen oxide, carbon monoxide, hydrocarbons and particulate matter. By reducing these pollutants, we can also improve fuel economy and reduce carbon emissions.

We also work hand in hand with our vehicle manufacturers and fuel suppliers, providing them with valuable feedback about the engineering performance of prototype vehicles and fuel technologies.

By increasing our energy efficiency and the use of cleaner energy, we aim to reduce our 2023 GHG emission intensity by 20% from the 2015 levels and halve our GHG emission intensity by 2030.



Towards A Greener Fleet

The transport industry is exhibiting a significant trend towards cleaner, less polluting vehicles. In Singapore, we expect to phase out diesel in our taxi operations by 2023. To-date, we have replaced 39% of our Singapore taxi fleet with hybrids and aim to replace 50% of our fleet by 2020.

We have also been working to increase the number of green buses on the roads. SBS Transit, our listed subsidiary and a major public bus operator in Singapore, has 3,471 buses in its fleet as of 2019, of which 78% are Euro 5-compliant or better. This is an increase of 244 higher standard buses or 11% compared to the previous year. In 2018, SBS Transit received 25 of 50 Volvo B5LH diesel hybrid buses (DHBs) that were procured by the Land Transport Authority (LTA) for fleet trials. These DHBs have low emission levels and have also reduced operations and maintenance costs by up to 23%. The trials have completed and these DHBs have been deployed across three different bus services. In 2020, SBS Transit plans to start EV trials.

We continue to support EVs with our Direct Current (DC) fast charging station, operated by ComfortDelGro Engineering. When ComfortDelGro Taxi expanded its EV trial in January 2019 with the launch of the Hyundai long-range Kona taxi, the DC fast charging station in Braddell was made available 24 hours a day to cabbies trialling the new taxis. The Hyundai Kona electric taxi has twice the power of the battery of the fully-electric Hyundai Ioniq, which is part of the Group’s ongoing trial. With DC charging, the Hyundai Kona electric taxi charges up in just over an hour and can travel up to 350km when fully charged. It is also equipped with active safety driving assistance technologies such as Blind Spot Warning and Rear Cross Traffic Collision Warning, as well as a regenerative braking system.

In Australia, ComfortDelGro Corporation (CDC) Australia succeeded in its endeavour to introduce the largest hybrid bus fleet in Melbourne. As part of its deliverables under the new metropolitan bus contract, 50 of its diesel buses were replaced with Volvo Euro 6 hybrid vehicles. Swan Taxis also became the first in Perth to trial fully-electric taxis in 2019. Branded the EV Cabs, these taxis make use of the local DC fast charger as well

as overnight charging at Swan Taxis’ depot. To ensure it is as eco-friendly as possible, the electricity used to run the EV Cabs are offset by purchasing green energy from local energy retailer, Synergy. Green energy by Synergy is derived from renewable sources such as wind turbines rather than non-renewable sources such as brown coal. While it is currently cost prohibitive to install charging infrastructure just for the two EV Cabs, this may be an option in the future if the trial is successful and ComfortDelGro introduces more EVs on the roads. Swan Taxis’ switch to zero emissions vehicles like the EV Cabs could create a significant positive impact for the Perth community.

In the UK, Metroline is keeping in line with its philosophy to maintain a young, environmentally friendly fleet. Hybrid buses make up more than 45% of its fleet of close to 1,600 buses. After launching the world’s first all-electric, zero-emission double deck bus in London in 2018, Metroline has now added on 23 fully-electric single deck buses on Route 46 and has commenced operation of fully-electric double deck buses on Route 43 at Holloway garage and Route 134 at Potters Bar garage. The buses have a daily mileage range in excess of 200 miles on a single charge. They are only recharged at night when local demand for electricity is at its lowest, thus using cost-effective off-peak electricity. Commuters were impressed by the environmental credentials of the bus and commented on the smooth and comfortable journey that the service provides.

Together, Routes 43 and 134 carry around 18.5 million people across the city annually. The new buses demonstrate Metroline’s continued investment and commitment to lead the industry and provide cleaner air for Londoners. Moving forward, Metroline will be conducting trials for vehicles using cleaner energy, such as hydrogen fuel vehicles. Hydrogen fuel bus trials will commence in 2020.

In China, we invested in dual-fuelled taxis that run on both CNG and petrol. Over 40% of the fleet in China are environmentally friendly CNG vehicles. Nanjing ComfortDelGro Dajian Taxi operates a total of 664 CNG-driven taxis while Chengdu ComfortDelGro Taxi operates a total of 600 CNG-driven taxis.

Group Performance Summary

	As at December 2017	As at December 2018	As at December 2019
Singapore	9.4% hybrid taxis	16.5% hybrid taxis	39% hybrid/electric taxis
UK & Ireland	20.0% hybrid buses	20.0% hybrid buses	45% hybrid/electric buses
Australia	41% hybrid taxis	52% hybrid taxis	55% hybrid/electric taxis

Towards Energy Efficiency

Energy efficiency creates value for many Stakeholders: it combats climate change, is less pollutive, increases business competitiveness and reduces costs to users. We are constantly finding new ways to achieve maximum utilisation with minimum consumption.

The bulk of our electricity consumption comes from our train operations, depots and workshops. Energy-efficient designs include regenerative brakes that reduce wear and tear on mechanical brakes and store kinetic energy, which have helped SBS Transit's trains on the Downtown Line (DTL) save enough energy to power an equivalent of 370 Housing & Development Board (HDB) five-room flats a year.

In addition, we have installed energy-efficient Light Emitting Diode (LED) and fluorescent light fittings within our train stations, and employ natural lighting at station entrances wherever possible. Escalators in the new stations have energy-saving features, such as reducing the speed of the escalators when they are not in use. The air-conditioning system has carbon dioxide sensors to regulate the outdoor air supply to the stations to reduce energy consumption whilst making the air safe and comfortable for our passengers.

Fuel efficiency can also be achieved through changes in driving behaviour. We believe in incorporating an environmentally

responsible culture within our organisation, and train our drivers to adopt driving patterns that can reduce the average fuel consumption by as much as 15% a year, which in turn cuts carbon dioxide emissions by more than half a tonne. These include proper acceleration and braking techniques, as well as other environmentally conscious actions such as switching the engine off when stationary, filling up to three-quarter tank and decluttering the vehicle to lighten the load.

In 2019, we expanded our driver training from the UK and Australia to also cover Singapore. As such, SBS Transit's bus captains have now received training on how to drive efficiently.

In addition to greening our fleet, we continuously renovate our facilities and buildings to improve their energy efficiency based on the Building Construction Authority's (BCA) Green Mark guidelines. Our Singapore Head Office was retrofitted in 2019 with a more energy efficient air-conditioning system which will save up to 20% of electricity annually. We have also fitted LED lightings for 90% of our Head Office. About 50% of our buildings in Singapore will be Green Mark certified by 2023, and 100% by 2030.

We have also developed an Energy Policy and Management Plan and a Green User Building Guide in 2019 for our Business Units to better manage the energy consumption of their buildings and facilities.

Group Performance Summary

Fuel Consumption¹

Fuel Consumption (litres)	2017	2018	2019
Diesel Consumption			
ComfortDelGro Group	356,181,003	350,149,279	331,207,249
SBS Transit	138,277,124	147,958,599	152,176,790
VICOM	94,216	133,077	118,435
Petrol Consumption			
ComfortDelGro Group	3,277,544	9,178,890	20,569,869 ²
SBS Transit	17,524	15,643	3,145

Electricity Consumption³

Electricity Consumption (kWh)	2017	2018	2019
ComfortDelGro Group	401,904,408	481,170,994	490,098,944
SBS Transit	366,492,666	447,333,433	452,960,274
VICOM	5,388,303	5,091,584	5,339,581

¹ Fuel consumption for the ComfortDelGro Group includes Singapore, Australia, China and the UK excluding CNG gas consumption.

² Increase in petrol consumption as more taxi fleet are converted to petrol-electric hybrids instead of diesel.

³ Electricity consumption for the ComfortDelGro Group includes Singapore, Australia, China and the UK.

ENVIRONMENTAL

GHG Emission Intensity by Entity ⁴ (tonnes CO ₂ e/\$m revenue)	2017	2018	2019
ComfortDelGro Group	333	319	303
SBS Transit	440	422	413
VICOM	26	25	25

GHG Emission Intensity by Geographical Segment (tonnes CO ₂ e/\$m revenue)	2017	2018	2019
Singapore	466	426	399
UK & Ireland	167	152	147
Australia	7	135	176 ⁵

Increasing the Use of Renewable Energy

We are implementing solar solutions for our facilities, and exploring clean energy transport and infrastructure solutions.

In Singapore, we are engaging Partners to install more solar panels on our premises. SBS Transit's Ulu Pandan Bus Depot, which houses 470 buses, has more than 2,000 solar panels generating about 2,500kWh of electricity per day. The Depot consumes about 70% of the solar energy and the remaining 30% is sold back to the power grid, with the proceeds translating to a net saving of about 30% in electricity costs. The solar panels in SBS Transit's Gali Batu Depot for DTL are able to generate about 1,150 MWh of energy per year, which is used to offset the power consumption of the depot. On top of existing solar panels, we installed a further 480 solar panels at Yio Chu Kang Interchange in 2019, which generate 450kWh of electricity a day. In total, the solar power generated from our three locations is enough to power an equivalent of 496 HDB four-room flats a year.

We will continue to implement grid-connected solar PV solutions for our facilities, including additional panels at the SBS Transit DTL depots, VICOM and some of our engineering workshops.

Group Performance Summary

Electricity Generated by Solar Energy from Grid-Connected Solar PV Roof

	As at December 2017	As at December 2018	As at December 2019
Singapore	1,150 MWh	1,990 MWh	2,026 MWh

Promoting A Green Culture

We believe that promoting an environmentally responsible culture among our staff is instrumental to influencing environmental thinking and behaviour. To demonstrate our commitment, we have been participating in the Singapore Environmental Council's Project: Eco-Office since 2009 to cut down on the day-to-day usage of electricity, water and paper. Additionally, ComfortDelGro Engineering sent members of its Eco Committee for the Eco Ambassador Training to equip staff with the ability to raise awareness and cultivate environmentally friendly habits in the workplace.

Within the organisation, we conduct training on sustainability for our employees. In 2019, our employees attended a workshop to deepen their understanding of Environmental, Social and Governance matters in ComfortDelGro's business operations and understand the role they play in helping achieve our sustainability goals. Additionally, we communicate ComfortDelGro's sustainability strategy, targets and initiatives to all new employees as part of their new hire orientation, ensuring that all employees who join the Group are aware of the centrality of sustainability to our operations.

Externally, we actively participate in local and international initiatives to support environmental causes and build a resilient culture in the face of climate change. In Singapore, as a campaign partner of National Environment Agency's (NEA) 'Say YES to Waste Less' campaign, we encouraged our employees to participate in NEA's Reusable Orchestra music video. Since July 2019, we no longer provide drinking straws for drinks sold at all National Transport Workers' Union canteens within our premises, unless requested.

⁴ GHG Emission Intensity by Entity for the ComfortDelGro Group excludes operations in Vietnam, China and Malaysia as many of these businesses are joint ventures with local partners.

⁵ Australia has an increase in GHG Emission Intensity due to the acquisition of several Business Units and bus fleets in 2019.

In Australia, we provided community support to help manage one of their worst bushfires following a period of severe drought and heat. We assisted in firefighting efforts by providing paid leave and transport services to emergency service volunteers. CDC Victoria has committed to reduce their emissions profile

and support research into alternative fuels by making the TAKE2 pledge, which is part of the Victoria State Government’s climate action campaign. During the year, CDC NSW, CDC Victoria and ComfortDelGro Singapore also participated in Earth Hour 2019.

Group Performance Summary

<p>Eco-office Award ComfortDelGro Head Office</p> <hr/> <p>Eco-office Plus Award (Professional) VICOM and SETSCO</p>	<p>Eco-office Plus Award (Champion) ComfortDelGro Engineering Pandan, Braddell, Loyang and Ubi Offices</p>
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CDC Victoria Welcomes Hybrid Buses

On 26 June 2019, CDC Victoria celebrated its Official Hybrid Bus Launch at Wyndham depot in Melbourne. The new environmentally friendly fleet, which represents the biggest single order of hybrid buses in Australia, demonstrates CDC’s strong focus on sustainability and innovation in its business operations.

Each bus also directly supports the local automotive industry in Victoria with body manufacturing and fit-out being carried out by Volgren in Dandenong. All 50 low-floor buses feature Volvo’s Parallel Hybrid driveline and meet the Euro 6 emission standards. In testing, the Volvo hybrid driveline has been shown to reduce nitrogen oxide and particulate emissions by up to 50%, as well as reducing fuel and carbon dioxide emissions by up to 40%.



ComfortDelGro Engineering Staff Become Eco Ambassadors



In October 2019, six members of ComfortDelGro Engineering’s Eco Committee participated in the Eco Ambassador Training over two days. The training, conducted by the Singapore Environment Council, aims to empower companies to develop a green DNA. Participants were trained on evaluating their companies’ carbon footprint, implementing cost-effective measures in reducing carbon emissions, and instilling environmentally friendly behaviours, with a focus on topics such as Environmental Analytics, Green Innovations through Design Thinking, Lean Eco Approach and Project Management.



WASTE MANAGEMENT

Global waste generation has been growing at unsustainable rates, and only a small percentage is reused or recycled, while the majority is sent for disposal in landfills or incinerators. ComfortDelGro is committed to responsible waste management in order to minimise our impact on human and environmental health and assure our Stakeholders of our commitment to do so.

Why This Issue Is Material

The increase in waste generated adversely impacts human and environmental health, contributes to land scarcity for waste disposal and increases cost pressures from resource scarcity. Over the last 40 years, the amount of waste generated by Singapore has increased sevenfold. Singapore’s only landfill, Semakau Landfill, is predicted to run out of space by 2035. To tackle the growing issue of waste and its impact on the environment, the Singapore Government launched a Zero-Waste Masterplan in 2019. Similarly, the Australian Government updated its National Waste Policy in 2018, while in the UK, the Government overhauled its waste system with a new Resources and Waste Strategy in 2018.

ComfortDelGro recognises the importance of waste management and responsible consumption, which have various economic, social and environmental impacts in the areas we operate in. In line with the Government’s emphasis on waste, we have plans in place at our various locations of operation. ComfortDelGro strives to reduce waste generated, increase reuse and recycling of materials and ensure responsible waste disposal at all our locations of operation in order to protect the local people and environment.

How We Manage This Issue

The bulk of the Group’s waste comes from day-to-day operations as well as waste from commuters, which are generally removed

by authorised contractors to be incinerated or disposed of at landfills. We recycle operational waste such as batteries, engine oil, tyres, metals, drums and cartons. Decommissioned vehicles are sent to scrap yards or contractors where valuable materials are recovered and recycled. ComfortDelGro’s hazardous wastes, typically generated from the repair and maintenance of vehicles, are responsibly disposed off by specialist contractors. We comply with waste legislations in all our locations of operation. In line with Section 30A of Singapore’s Environmental Public Health Act, the Group will report its waste data to NEA annually from Year 2020 onwards.

To encourage employees to recycle, recycling bins for plastic, paper, and cans are placed in our offices and recycling days are organised regularly. In 2019, we participated in Singtel’s electronic waste (e-waste) recycling programme, ReCYCLE. To-date, we have deployed the e-waste bins at six of our premises. We also recycle our bulky e-waste with a licensed NEA recycling contractor.

In our Singapore bus depots, our technicians have started the use of tablets instead of paper checklists and forms when carrying out maintenance works. Using the Bus Mobile Maintenance System (BMMS), they can obtain work instructions, drawings, electrical schematics and parts information to carry out their work. They are also able to access the bus manufacturers’ portal to obtain more detailed bus maintenance information from their e-manuals. The use of the BMMS not only improves efficiency and storage, but also reduces paper usage.

Group Performance Summary

Waste Disposal ⁶ Waste (tonnes)	2017	2018	2019
Non-hazardous waste not recycled	2,162	1,958	1,767
Hazardous waste	4,207	3,676	3,446
Waste sent for recycling	1,610	1,842	1,832
Total	7,979	7,476	7,045

⁶ Waste disposal includes Singapore, Australia, China and the UK



31,260kg*

Total paper waste recycled in 2019



32,690kg*

Total carton waste recycled in 2019



3,073kg*

Total e-waste recycled in 2019

* Only for Singapore

ComfortDelGro Engineering Digitalisation Plans



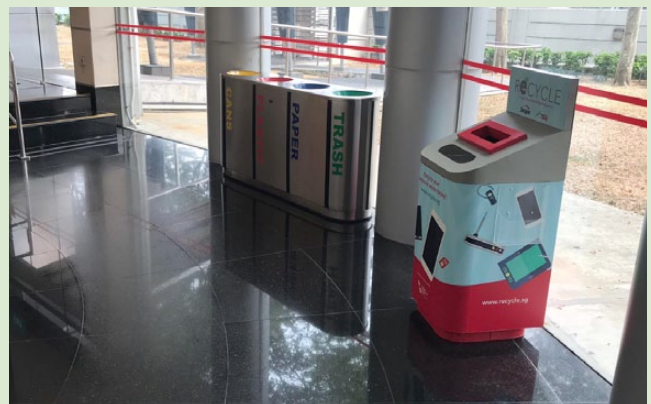
The Duty Rostering System by Workforce Optimiser was the first of many digitalisation projects within ComfortDelGro Engineering in 2019. This project digitised the entire kiosk duty planning and management process, replacing the previous tedious paper application method which required manual scanning and routing of paper forms within the Fuel Sales and Human Resource departments. All fuel kiosk staff will be able to log in from any smart device to apply and view their own roster or shift. Supervisory level staff will also be able to approve shift change, attendance and overtime application via the application instead of through paper. The entire overhaul of the current duty rostering process will make the whole planning and work roster system fairer, faster, more efficient as well as provide for a better staff experience. The results of this digitalisation are projected savings of up to 3,600 sheets of paper and up to 800 manhours annually.

Another digitalisation project undertaken by ComfortDelGro Engineering in 2019 was workshop digitalisation, which allows safety checks to be made more deliberate while reducing paper wastage.

Participation in Singtel's e-Waste Recycling Programme

2019 was designated as Singapore's Year Towards Zero Waste. Singapore generates 60,000 tonnes of e-waste annually, equivalent to every person disposing 73 mobile phones a year. To play our part, we collaborated with Singtel to start e-waste recycling in our buildings.

E-waste bins were set up at six of our premises. We sent out a circular to employees working in the building to inform them of the initiative, the importance of recycling e-waste as well as actions to reduce e-waste. The e-waste in the bins are collected by an NEA-licensed company and goes through a crushing process for secure destruction after precious metals are extracted. In 2019, 1,451kg of e-waste were collected for recycling.





WATER CONSUMPTION

With the world’s demand for water likely to increase over the next few decades, many countries around the world are at risk of significant water stress by 2040. ComfortDelGro recognises that sustainable water consumption is necessary. We aim to play our part by minimising water consumption.

Why This Issue Is Material

Water scarcity around the world has been exacerbated by climate change. As such, efficient water consumption is crucial in ensuring operational efficiency and mitigating water security risks.

Some of the countries that the Group operates in face water security concerns. It is in our interest and the interest of our Stakeholders to have an efficient water consumption and management system, creating long-term value for all.

How We Manage This Issue

The most significant use of water in the Group pertains to the washing of vehicles.

In 2019, the Group began to use reclaimed NEWater for non-potable water uses such as bus washing and the irrigation of rooftop garden at Ulu Pandan Bus Depot, which resulted in significant potable water savings of 9,000 cubic metres a year.

The amount of water saved is equivalent to 3.6 Olympic-sized swimming pools.

In our office buildings, water is mainly used in pantries and toilets. Business Units that achieved the Eco-Office plus awards have also educated their staff on water conservation measures. In 2019, all of the water fittings in our Head Office were replaced to adhere to Public Utilities Board’s Water Efficiency Labelling Scheme (WELS). We intend to apply for the Water Efficient Building (WEB) Basic Certification in 2020.

At VICOM, SETSCO’s Construction Technology Division began a water recycling initiative in 2019 where recycled water is used to cure concrete cubes before they are tested for compressive strength. This initiative helps save up to 2,160 cubic metres of water a year, which is nearly the volume of an Olympic-sized swimming pool.

Group Performance Summary

Water Used [M³] - Excludes Vietnam and Malaysia

2017	2018	2019
2,053,966	2,423,621	3,822,993 ⁷

⁷ Increase in water consumption in 2019 due to the acquisition of several Business Units and bus fleets in Australia

SOCIAL

Operating in seven countries with over 24,300 employees and serving more than 2 million commuters daily, it is our mission to enhance the safety and well-being of the communities that we serve and the people who deliver our services.

2019 Highlights:



0

global workplace fatalities



Awards

- **ComfortDelGro Bus** - Merit Award in the "Non-public Bus Fleet" category by the Singapore Road Safety Council
- **ComfortDelGro Taxi** - CityCab and Comfort received the Excellence and Merit Award respectively at the 21st Annual Safety, Health and Environmental Award Convention 2019 by the Land Transport Authority (LTA)



HEALTH & SAFETY

The health & safety of our customers, employees and the public is fundamental to our business. Our focus on safety is strongly reflected in the Group’s policies, procedures and training. We take all safety incidents seriously and we continuously work towards achieving zero fatalities and injury rates that are below national averages in our locations of operation.

Why This Issue Is Material

With over 41,600 vehicles plying the roads in seven countries, our operations have a significant impact on road safety. Thus, a good safety record is required to maintain commuter trust. It is our responsibility to ensure safe journeys for all commuters, regardless of whether they are riding with us or are fellow road users. We are also committed to providing a safe and healthy working environment for all our employees.

How We Manage This Issue

Our safety systems and stringent checks ensure that health & safety is held to the highest standards. Safety requirements are incorporated in tender documents for relevant products and services. We have also invested heavily in training and re-training courses, and ran safety awareness and training programmes to instill a safety and security conscious culture in employees at all levels.

We have joint management–worker Workplace Safety & Health (WSH) Committees, which represent all our employees and workers in our countries of operation, to evaluate occupational safety programmes. A strong emphasis is placed on safety through training, education and engendering a strong safety culture. For more information on our WSH Committees, see Annex B.





Road & Passenger Safety

In Singapore, we continued the progressive roll-out of the iSafe system in 2019, which comprises the Safe Green Eco System, GoldenEye, and MobilEye. By June 2019, the entire SBS Transit fleet had been installed with the MobilEye, a smart camera that is able to detect, analyse and monitor road conditions while the vehicle is moving, as well as provide real-time audio visual warning via a display unit to the driver.

Newer buses provisioned by the LTA have been installed with the Integrated Smart Advance Warning Unit (I-SAW-U) instead of the MobilEye. Similar to MobilEye, I-SAW-U is a smart camera system that acts as an extra pair of eyes to warn bus captains of obstructions and subjects in their blind spots. It also alerts the bus captain if a pedestrian is in front of the bus, if the bus strays off lane, or if it is travelling too close to the vehicle in front.

In 2019, we also made investments in artificial intelligence technology. In December, we launched Singapore's first fully-predictive anti-collision buses, which come with a Driver Support System that has a built-in Collision Warning & Emergency Brake (CWEB) feature.

With the system's ability to initiate braking if the driver does not respond to the warnings in time, Volvo's CWEB feature is a welcome safety enhancement that helps bus drivers avoid critical situations and accidents. There are plans to purchase more of such buses over the next two years. ComfortDelGro Bus Drivers have undergone training on the in-built CWEB feature.

We run programmes to increase awareness of passenger and road safety as well. In 2019, SBS Transit developed videos for safety on boarding and alighting buses, in both Mandarin and English, as part of their annual Safety & Health Programme &

Education (SHAPE). CDC in New South Wales (NSW) conducted a Safety Simulation in conjunction with Technical and Further Education New South Wales (TAFE NSW), using their Heavy Vehicle Driving Simulator. The Safe Heavy Vehicle Driver training package addressed topics such as road safety, fatigue management, spatial awareness, and legal obligations.

In the United Kingdom (UK), Vision Zero Week was launched by Transport for London (TfL) in July 2019 as part of Vision Zero, one of the Mayor of London's Transport Strategies that aims to eradicate road deaths and serious injuries from London's roads by 2041. In support of Vision Zero Week, Metroline's Transport Safety Team conducted speed checks of live services and engaged drivers on Vision Zero.

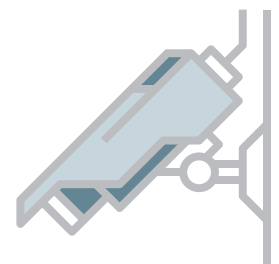
In August 2019, Metroline began trials for Mirrorless Buses using SmartVision's Camera Monitoring System (CMS). The cameras, which are designed to replace wing mirrors, have heated lenses to remove blind spots and glare, while providing improved vision at night and in wet conditions. The CMS will greatly reduce the risk of collisions with other road users, pedestrians, trees and street furniture. While the CMS is mandatory on all TfL vehicles by 2021, Metroline was the first to trial this system, demonstrating leadership in improving road safety for all on the road.

Metroline is also involved in Project VALLs, an ongoing trial of a new bus lighting safety system. The Vehicle Avoidance Lateral Lights (VALLs) is a new form of vehicle lighting system that projects a carpet of light along the sides of the vehicle to increase visibility of road users during poor lighting conditions. It also provides a visual 'area of greater risk' for road users to avoid, in the interest of their own safety.

To protect passengers and employees, almost all of our buses, trains and train stations in operation across the Singapore, the UK and Australia are installed with CCTVs or in-vehicle cameras.

> 90%

Vehicles and stations with CCTVs or in-vehicle cameras in Singapore, the UK and Australia





In Singapore, Australia and the UK, accidents resulting in 1,499 injury cases were recorded, 723 of which were from SBS Transit and one from ComfortDelGro Driving Centre. This translated into 3.00 passenger injuries per one million kilometres travelled in Singapore, which was lower than 2018. There were, unfortunately, two passenger fatalities – one in Singapore and one in the UK.

In terms of vehicle collisions, we averaged 0.31 collisions for every one million kilometres with a total of 517 collisions in Singapore, out of which 305 were from SBS Transit. In the UK and Australia, there were 765 recorded injury cases in our scheduled bus business during the year, translating into 4.24 passenger injuries per one million kilometres travelled, which was lower than 2018. In terms of vehicle collisions in the UK and Australia, we averaged 39.3 collisions for every one million kilometres with a total of 7,187 collisions, which was an increase as compared to 2018.

Group Performance Summary

Road & Passenger Safety

Fatalities

	Singapore	UK	Australia
2017	4	0	0
2018	2	1	1
2019	1	1	0

Passenger Injuries

	Singapore	UK	Australia
2017	610	991	215
2018	788	1,088	294
2019	724	239	536 ¹

Vehicle Collisions Rate (per M km)

	Singapore	UK	Australia
2017	0.37	35.47	37.64
2018	0.32	31.96	30.10
2019	0.31	48.18	31.32

Workplace Health & Safety

We are committed to developing a culture of workplace health & safety. To that end, we implemented new workplace safety programmes at our various Business Units, such as last-mile safety initiatives at our rail business.

Our operations staff, including SBS Transit’s bus and rail engineering staff and VICOM staff, are trained and qualified by accredited training agencies to perform their various jobs in accordance with stipulated regulation. When required, SETSCO staff will also attend safety orientation and site familiarisation courses organised by clients in the construction, shipyard, marine and oil/petrochemical sectors. This year, we strengthened workplace safety training, qualification and currency of ground staff. During its annual Safety & Health Programme & Education (SHAPE), SBS Transit stepped up its safety inspections at various locations and put up bulletins to highlight potential slip, trip and/or fall areas.

In 2019, Metroline facilitated the Bus Safety Standard Workshops commissioned by TfL. During these workshops, bus manufacturers were engaged to talk about safety design in buses such as Advanced Emergency Braking, Vision Standard, Acoustic Conspicuity, Occupant-friendly Interiors and Intelligent Speed Assistance.

Beyond safety at the workplace, Metroline has invested in its drivers’ holistic long-term health and well-being. In 2019, it launched the “Wellbeing Bus”, a collaborative project between TfL, Unite the Union, bus operators and Medigold Health, with the aim of improving bus drivers’ health. Staffed with occupational health technicians from Medigold Health and electronic health assessment kiosks, the Wellbeing Bus provides advice and professional health screenings to help identify possible issues or risk factors that could contribute to poor health. The health screenings are completely free of charge for drivers and other employees. The screening also features the Boomerang Life Balance, which looks at various factors of an employee’s lifestyle including sleep patterns, smoking, work life, stress, diet, alcohol and exercise. The rapid health diagnosis is delivered in an easily understandable format that drivers can even access whilst on their break. Following their screening, the occupational health technicians on hand will provide employees with lifestyle advice and guidance. The initiative has already received positive feedback from bus drivers and staff.

¹ Australia has an increase in passenger injuries due to the acquisition of several Business Units and bus fleets in 2019. Comparatively, the Passenger Injury Rate (No. of Passenger Injuries/Total No. of Journeys in million) has decreased from 95.5 in 2018 to 68.7 in 2019.

Metroline also organised a safety campaign in conjunction with TfL and schools, to promote road safety amongst children.

The Group recorded zero workplace fatalities in Singapore, Australia and the UK. A total of 184 non-fatal workplace injuries², resulting in 3,798 lost days³ in 2019, were recorded. Of these cases, the majority involved male employees. A very small proportion of incidents involved contract workers.

There have been no incidents of non-compliance with regulation and voluntary codes concerning the health & safety impacts of products and services during their life cycle.

Group Performance Summary

Workplace Health & Safety

Accident Frequency Rate per million manhours

	Singapore	UK	Australia
2017	1.79	1.02	41.44
2018	1.83	3.25	42.17
2019	1.75	2.25	12.88

Accident Severity Rate per million manhours

	Singapore	UK	Australia
2017	42.69	43.45	297.63
2018	37.34	20.84	399.53
2019	49.90	18.86	230.85

Workplace Injury Rate per 100,000 Employees⁴

	Singapore	UK	Australia
	457.4	480.8	2,189.9 ⁵

² Does not include injuries of our taxi drivers, who are not employees of the Group.

³ Lost days are defined as days that could not be worked as a result of a worker or workers who are unable to perform the usual work because of an occupational accident or disease.

⁴ ComfortDelGro will measure "Workplace Injury Rate" starting from 2019.

⁵ Australia has a "no fault" system of workers' compensation for work-related injuries. The laws also place obligations to facilitate return-to-work, and the continued employment of the employee. Non-physical injuries including stress-related conditions are also covered. The compensation and benefit systems have indirectly accounted for higher workplace injury reports and prolonged medical leaves in Australia.

Awards and Certifications

In 2019, our Business Units - SBS Transit and ComfortDelGro Taxi - received several safety awards in recognition of their exceptional safety practices and management standards.

1. BizSAFE Partner Award

SBS Transit received the BizSAFE Partner award in 2019. The BizSAFE Partner Award recognises BizSAFE Partners who have been proactive and committed in bringing business partners on board the BizSAFE programme by incorporating Workplace Safety and Health as part of their business model.

2. Safe Bus Operator of the Year (Excellence) – SBS Transit's Jurong West Bus Package

At the LTA's 21st Annual Safety, Health and Environmental (SHE) Award Convention, which gave recognition to contractors and public transport operators for their efforts in promoting and ensuring safety, SBS Transit's Jurong West Bus Package won the Certificate of Excellence for the Safe Bus Operator of the Year Award.

3. Safe Rail Line of the Year (Merit)

At the LTA's 21st Annual SHE Award Convention, SBS Transit won the Safe Rail Line of the Year Merit Award, which recognises rail transport operators with good performance in workplace and commuter safety.

4. Community LifeSaver Award – Bus Captain (BC) Thian Siew Mui

BC Thian Siew Mui was awarded the Community LifeSaver Award for acting quickly to put out a lorry that was on fire, while on the job. She had sounded the horn at the



lorry driver to alert him to the fire. After seeing that the lorry driver was not able to put out the fire with bottles of mineral water, she asked passengers to wait before grabbing a fire extinguisher and running to the lorry to put out the fire. She then promptly returned to driving the bus.

5. Annual Safety, Health and Environmental Award Convention 2019

CityCab and Comfort received the Excellence and Merit Award respectively at the 21st Annual Safety, Health and Environmental Award Convention 2019 by the LTA.



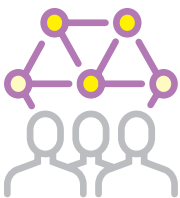
EMPLOYEE ENGAGEMENT

Our employees are at the core of our success. Without them, we would not be where we are today. We strongly subscribe to the belief that a motivated workforce will ultimately translate into happy and satisfied customers. We are committed to ensure our employees’ well-being and professional development, which are key to sustainable performance of the Group.

Why This Issue is Material

We believe that employee engagement and satisfaction have profound impacts on productivity, service quality and our long-term business performance. It is necessary that we communicate with our employees to align them to our business strategy and goals, and be responsive to their needs. As such, we place special emphasis on employee management and labour-management relations.

How We Manage This Issue



Employee Engagement

Induction programmes for new hires facilitate their alignment to our values and culture. We organise regular briefing sessions, dialogues and conferences to

communicate updates to employees and align them to our business goals. We encourage two-way communication by soliciting employee feedback and suggestions at such sessions. We also recognise staff for their contributions and length of service through Long Service Awards.

To promote healthy lifestyles, lifelong learning and physical and mental well-being, the Group has organised various activities for its employees in 2019, including the inaugural Active! ComfortDelGro Day, a lunchtime talk on Mental Wellness & Care, a charity walk and ComfortDelGro Learnfest 2019.



Labour-Management Relations

We work hard to maintain a harmonious tripartite Labour-Management relationship. Labour relations play a prominent role in day-to-day operations in the organisation. 80% of all employees across our global operations are covered by Collective Agreements.

Management and the Union share a relationship built on trust and respect as well as a common goal of improving employees’ welfare. They work closely together, facilitated by

Union representatives, who are appointed from and by Union members. Union representatives serve as vital communication channels between Management and the Union.

In 2019, our Singapore businesses continued to honour the Collective Agreements signed in 2017 for a three-year period. We have completed the negotiations for operational changes that affect the working conditions and well-being of employees. Such changes are always discussed with the Union, and implemented after a consensus is reached. Employees affected are typically given one to three months' notice via letters, circulars or emails.

In 2019, eight bus captains (BCs) filed civil law suits against SBS Transit disputing the prescribed rest days and overtime. Separately, SBS Transit made an application to the Industrial Arbitration Court (IAC) to interpret the relevant clauses in the Collective Agreements. The IAC issued a written ruling which stated that SBS Transit had acted in accordance with the Employment Act in relation to the BCs' prescribed rest days, working hours and overtime. The BCs, however, through their lawyer, are contesting that ruling. The law suits, meanwhile, are still ongoing.



Talent Management

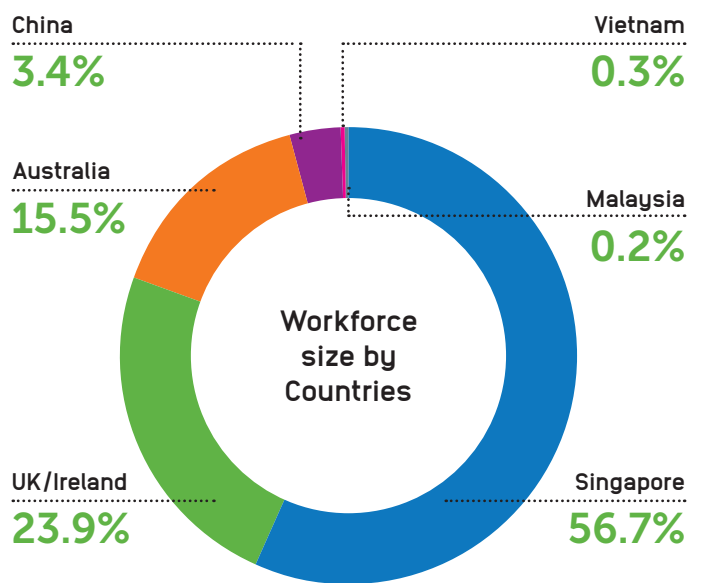
Talent management and succession planning are key areas of focus for ComfortDelGro. Through regular employee engagement programmes including seminars, training courses, quarterly newsletters and weekly dialogue sessions, we are able to encourage critical thinking and innovation, build team

spirit and groom the next generation of leaders. ComfortDelGro also has a series of leadership development programmes specially catered for the development needs of its staff. Structured training and development are provided for staff to grow and progress in their careers within the Group.

Managers are empowered and encouraged to hold regular feedback sessions with their subordinates. The annual appraisal performance session serves as a platform for employees to discuss their work performance and map out their career progression. Common issues raised by employees include training and remuneration. We have in place various programmes and processes that contribute to talent management, performance management, succession planning, and compensation and benefits.

With a global workforce of 24,329 employees, talent retention and attraction rank high on ComfortDelGro's priority list. We set the performance bar above industry norms, reward equitably, and give credit where credit is due. In 2019, we had a total of 3,352 new hires across the Group, with 51.2% in Singapore, 24.4% in the UK and Ireland, 21.5% in Australia, 2.4% in China, 0.3% in Vietnam and 0.2% in Malaysia. A total of 3,720 staff left the Group (both voluntarily and involuntarily), with 18.8% under 30 years old, 46.7% aged 30-50 years old, and 34.5% over 50 years old.

Group Performance Summary



(Please refer to Annex C for more information on our employees and workers)

Singapore ●	
Workforce Size	13,773
New Hires	1,716
Staff Turnover	1,778
UK/Ireland ●	
Workforce Size	5,824
New Hires	819
Staff Turnover	1,181
Australia ●	
Workforce Size	3,790
New Hires	721
Staff Turnover	656

China ●	
Workforce Size	818
New Hires	80
Staff Turnover	75
Vietnam ●	
Workforce Size	82
New Hires	11
Staff Turnover	27
Malaysia ●	
Workforce Size	42
New Hires	5
Staff Turnover	3

Awards and Certifications

In 2019, the Group and its various Business Units received several Human Resource (HR) awards in recognition of our exceptional HR practices and management standards.

1. HR Excellence Award: Employee Retention (Silver) – ComfortDelGro Corporation

Organised by the Human Resource Magazine, ComfortDelGro Corporation clinched Silver in the Employee Retention category. The Award recognises distinguished organisations with exceptional employee management programmes and robust human resource management strategy.

2. Singapore Quality Class (SQC) with People – ComfortDelGro Driving Centre awarded re-certification in September 2019

ComfortDelGro Driving Centre was recertified the SQC STAR with People by Enterprise Singapore, in recognition of its excellent management practices, commitment towards continuous improvement and sustainable business performance. Entities with SQC STAR have scored highly on the Business Excellence Framework, which provides a comprehensive set of management standards for business excellence, and covers seven areas – Leadership, Customers, Strategy, People, Processes, Knowledge and Results.



3. Total Defence Award: NS Advocate Award – SBS Transit

SBS Transit received the NS Advocate Award in the Total Defence Award 2019, in recognition of its strong support and advocacy efforts to national defence by implementing HR policies and practices that support NS and Total Defence.



Inaugural ACTIVE! ComfortDelGro Day

For half a day on 5 August 2019, more than 300 staff in Singapore gathered at PUB Recreation Club for the inaugural Active! ComfortDelGro Day, which aimed to encourage staff to be active and stay healthy. Staff participated in various games and sports such as captain's ball, Muay Thai, augmented wall climbing and walking football.

Of those who responded to the feedback survey, 99% enjoyed the event and sports challenges. Staff were also made more aware of the possible sports they can pick up, and most planned to continue being active.

Our very own One ComfortDelGro Heartbeat, a recreational drumming club, also put up a spectacular drumming performance at the event. They displayed admirable learning spirit as almost all of them did not have any prior music background. Through their impressive performance, they also delivered a salient message of continuous and lifelong learning.



DIVERSITY AND NON-DISCRIMINATION

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

Why This Issue is Material

Diversity and non-discrimination are essential for employee satisfaction and retention, innovation, and a competitive workforce, all of which contribute to organisational excellence and long-term sustainability of the business. ComfortDelGro is committed to creating a culture of diversity, inclusion, and equal opportunity. We strive to provide a fair and supportive work environment for all our employees, regardless of their age, sex, marital status, sexual orientation, disability, race, colour, nationality, ethnic or national origin, religion, or affiliation to any political party or trade union. We aim to employ people who reflect the diverse nature of society and we value each of our employees' contributions, both individually, and as part of the Group.

How We Manage This Issue

Our hiring policies and terms and conditions of employment are compliant with relevant government regulations as well as human and labour rights. We do not state preferences or requirements for age, race, gender or religion in our recruitment advertisements. We pay special attention to the rights and needs of individuals at risk of becoming vulnerable or marginalised.

We take a zero-tolerance stance towards discrimination. Employees are recruited, remunerated, trained and promoted based on competence and merit. Complaints of discrimination or unfair work practices can be reported to the Management, the Union or Authorities responsible for employment matters, according to the country of operation.

On 7 October 2019, 65 of our investors collectively issued a statement in support of the United Nations (UN) Women's Empowerment Principles and strengthened their commitment to implement effective initiatives towards gender equality in the workplace, marketplace and community where they do business, so as to benefit workers, Management, society and Shareholders.

ComfortDelGro is aligned with our investors' views that gender equality contributes to increased benefits for the society, economy and better financial performance. With the appointment of a new female director at the start of 2019, female representation on our Board stands at 30%, which exceeds the 20% target established by the Council for Board Diversity. Female employees are well represented across all Business Units with a fair remuneration structure without gender bias. With the support of our investors, ComfortDelGro will continue to build a company that promotes gender equality and creates value for all Stakeholders.

ComfortDelGro is a signatory in the Tripartite Alliance of Fair and Progressive Employment Practices (TAFEP)

We adhere to the five key principles of fair employment practices – recruiting and selecting employees on the basis of merit, treating them fairly and with respect, providing them with equal opportunities for training and development, rewarding them based on their ability, performance, and contribution and abiding by labour laws and the Tripartite Guidelines.

Group Performance Summary



Gender Diversity Female Representation

Board of Directors: **30%**
Employees | Group: **14.4%**
SBS Transit: **10.2%**
VICOM: **23.3%**



Age Profile

2019: **40.1%** of employees are over 50 years of age



Nationality

6 major nationalities



EMPLOYEE TRAINING

ComfortDelGro invests continually in our employees to develop their skills and talent. We ensure that employees understand their responsibilities and are given access to the necessary training to equip them for better job performance and to be adaptable in this increasingly complex world.

Why This Issue is Material

The industries we operate in are increasingly being disrupted by technological advancements, while facing challenges such as resource scarcity and climate change. For our organisation to pursue new strategies and build new capabilities, our employees must be equipped with the necessary skills and knowledge. Beyond our need for strong and adaptable human capital, employee training is also part of our commitment to employees' professional development and motivation.

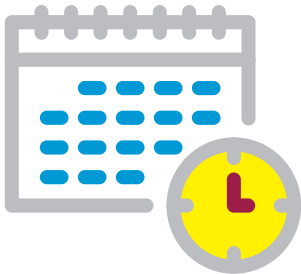
How We Manage This Issue

All employees receive performance and career development reviews annually. Employees are assessed on their competency and contributions, with executive-level staff having additional key performance tasks and targets to meet.

We invest in a diverse range of training programmes for employees, according to their needs. Through training and development, we ensure that our employees are equipped with the relevant functional knowledge and operational skills they need to perform their jobs well.

Following our commitment to support our staff in their career development and journey of learning, we launched a series of leadership development programmes for employees of the Group in 2019. These programmes will create alignment of leadership ethos and leadership competencies expected of our leaders no matter which role or Business Unit they work in, provide structured training and development for our leaders as they grow and progress in their careers within the Group; and provide opportunities for employees from the various Business Units to come together to share experiences and exchange ideas for greater learning.

We work together with government agencies to enhance training and development programmes for the transport sector. In 2019, ComfortDelGro together with the LTA, National Transport Workers' Union and the Public Transport Operators jointly developed the Rail Manpower Development Package (RMDP) and established the SGRail Industry Scholarship to upskill the rail workforce and attract more engineers to the sector.



Group Performance Summary

Training Hours - Group Total

Employees: **28.2 hours** per annum
 Executives: **30.3 hours** per annum
 Non-Executives: **27.9 hours** per annum

Training Hours - By Employee Category and Gender

	Male	Female
Executives	34.5	19.3
Non-Executives	28.9	21.1

Digital Training to Upskill Cabbies in Singapore

ComfortDelGro Taxi has committed to send 10,000 cabbies to attend the customised SkillsFuture for Digital Workplace (SFDW) course, which is supported by early partners NTUC e2i (Employment and Employability Institute) and NTUC LearningHub by 2020. There are plans to expand the programme to the remaining cabbies after the first 10,000 have been trained.

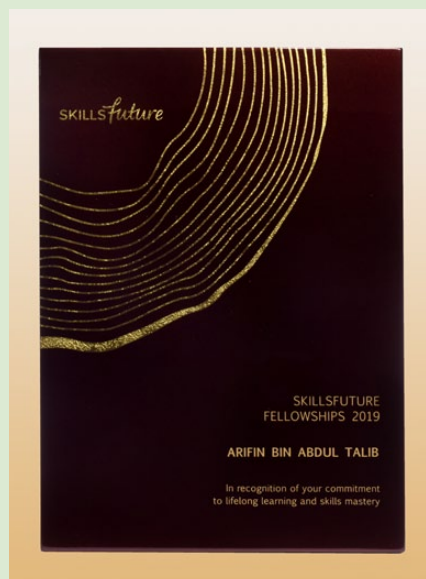
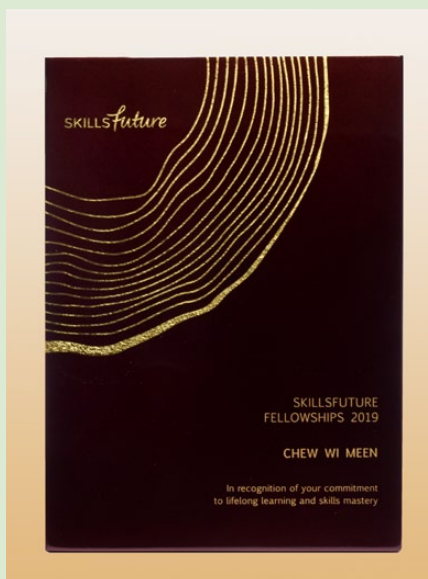
With the taxi industry having undergone rapid digital transformation over the last few years, cabbies need to learn new digital skills to stay competitive. As such, ComfortDelGro Taxi partnered with the National Taxi Association (NTA) to form a Training Committee for Cabbies in June 2019.

The Training Committee will help raise awareness on job opportunities created by technology, gather feedback about current training plans, identify training gaps required to seize those opportunities and facilitate cabbies to attend training. For example, as commuters rely less on street hail and cash payments, cabbies must know how to make use of relevant apps and other technological tools to secure passenger bookings, locate passengers, collect payment of fare, pay for parking, transact with the Company, and keep up-to-date with traffic conditions. As cabbies pick up foundational digital skills through the training to become familiar with common digital touchpoints and acquire digital



literacy, their increased confidence and ability to leverage technology will help to enhance their incomes.

Cabbies are sent for training by batches and are provided with training allowance to defray opportunity costs and encourage them to attend the training. Additional allowance support is provided for cabbies who are NTA members, demonstrating the strong bipartite partnership between ComfortDelGro Taxi and the NTA. As of end-2019, 4,000 cabbies have completed the one-day training programme. Of those who have attended the programme so far, about two-thirds are in their 60s.



Recognition for Staff Exemplifying and Contributing to Lifelong Learning

In 2019, two SBS Transit employees were recipients of the SkillsFuture Fellowship Award, a tripartite initiative to recognise Singapore Citizens who have acquired deep skills through significant work experience in their industries or job functions. The recipients of this award must also be champions of lifelong learning and be committed to contributing to skills development of others. We have a total of six staff in the Group who have received this award over the years.



ACCESSIBILITY

We are in the business of helping people get from where they are, to where they want to be. Transportation should be made accessible for everyone in an inclusive society. We are constantly on the lookout for ways to improve and expand our solutions, and to serve an even wider range of commuters. To this end, we continue to invest extensively in systems, processes and new technologies including wheelchair-accessible and low-floor buses.

Why This Issue Is Material

Access to transportation is vital for independent living and crucial to poverty alleviation. An accessible and inclusive transport system is the building block of an inclusive society. In fact, 85% of Singapore residents are willing to accept delays of one to five minutes to allow people like the elderly and wheelchair users to board or alight from buses and trains, based on public feedback on the LTA's Land Transport Master Plan 2040. As a provider of land transport services, we are committed to providing inclusive services that are accessible to all, regardless of age or ability.

How We Manage This Issue

We are constantly on the lookout for ways to improve and expand our solutions, and to serve an even wider range of commuters. We are also committed to making our workplace accessible to our employees. For example, ramps and lift access as well as wheelchair-accessible restrooms are available at many of our buildings both locally and overseas.

We have invested substantially in wheelchair-friendly buses that are capable of transporting persons-in-wheelchairs (PIWs) safely and comfortably. In the UK and Ireland, all Metroline bus services and Scottish Citylink Coaches, and 82% of New Adventure Travel Group's coaches are wheelchair accessible. In Singapore, 99% of SBS Transit buses are wheelchair accessible while 69% of ComfortDelGro Corporation (CDC) Australia operated buses and coaches are wheelchair accessible.

In Singapore, the UK and Australia, drivers of our wheelchair-friendly bus services are trained in the correct way to deploy the ramps and assist the passengers. Since December 2018, all SBS Transit staff are required to attend Cares 1 and 2 training that focusses on ComfortDelGro's eight Service Standards for different customers, including the elderly and the disabled. A new Cares 4.0 training was launched in January 2019 with

a commuter inclusiveness approach on care and safety for commuters at our buses and trains, paying special attention to those with special needs, such as the elderly, PIWs, parents with children stroller, passengers with autism or dementia. There was a total of 2,456 trainings as of December 2019.

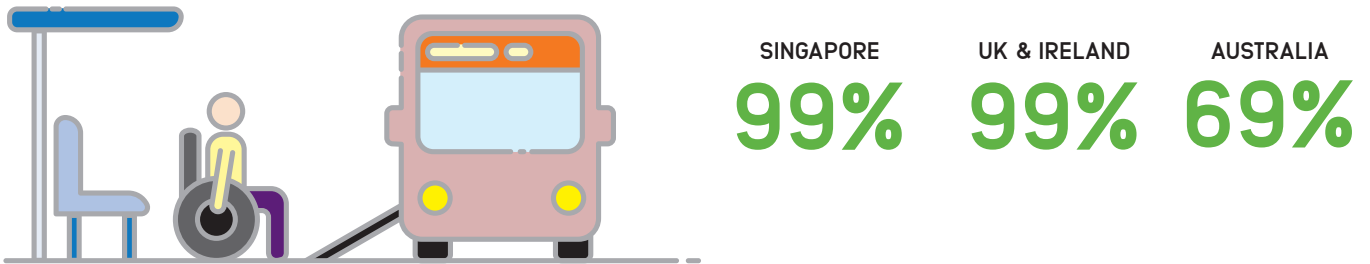
In the UK and Ireland, approximately 250 Scottish Citylink Coaches staffs have been trained in disability awareness and loading of wheelchairs onto vehicles, and 100% of Metroline's vehicles are wheelchair accessible. Metroline has established internal maintenance protocols and procedures to support this, such as deploying the wheelchair ramp at the garage before any journey is started to ensure it is functioning. Metroline continues to organise accessibility communications activities, campaigns, and awareness and sensitivity training sessions with various partners throughout the year. In Australia, all Forest Coach Lines drivers as well as drivers from Blue Mountains Transit were trained on assisting the elderly and the disabled.

In addition to our buses, our taxi services are also disabled-friendly. Our cabbies are trained to assist PIWs in the correct ways. In China, all drivers in Nanjing, Suzhou, Shanghai, and 381 drivers in Jilin City have received such trainings. Drivers in Nanjing also provided free rides to the disabled on Disability Day. As the only driving school approved by the Authorities to train disabled students since 2010, Chengdu ComfortDelGro Qing Yang Driving school trained 29 disabled student students in 2019, bringing the total to 613 to-date. In Singapore, ComfortDelGro's Driving Centre waived the S\$850 annual membership fee for private driving instructors who train handicapped learner drivers.

In London and Liverpool, all Hackney Carriages of Computer Cab are wheelchair accessible. 115 new self-employed drivers in London participated in Disability Awareness training. In Australia, all of Swan Taxis' cabbies were trained to help the elderly and the disabled.

Group Performance Summary

Wheelchair Accessibility On Buses



Improving accessibility for vision-impaired commuters in Australia

CDC NSW collaborated with Guide Dogs NSW/ACT to improve bus drivers' awareness around vision-impaired patrons of the community. Drivers-in-training participated in practical exercises to help them understand what it is like to suffer from vision loss, and thus better assist passengers who are blind or vision-impaired.

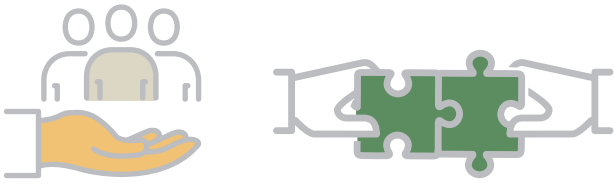


Going above and beyond to lend a helping hand

SBS Transit Station Manager Mr Eddie Yeow was awarded the National Kindness Award – Transport Gold in 2019 in recognition of his generosity and act of graciously extending a helping hand to an elderly lady and her daughter in 2018.

After helping an elderly lady into her wheelchair when she needed assistance, Eddie noticed that her daughter looked tired and in low spirits. He therefore provided encouragement by sharing how he overcame the challenges of juggling between his shift work and caring for his aged parents. In addition, Eddie booked a taxi ride for them so that they could get home soon to rest. He walked them to the pick-up point and paid for their fare out of his own pocket.

Eddie's action and words of encouragement touched the daughter's heart and she thanked him on social media for what he had done for them that day, and more importantly, for giving her the strength to persevere.



LOCAL COMMUNITIES

ComfortDelGro is committed to community contribution in all geographies that we operate in. We actively support the vulnerable and reach out to them in various areas including education, welfare, disaster relief and health. By providing transport and mobility services, we are able to link people, places and communities.

Why This Issue is Material

Pursuing benefits for the business and society are not mutually exclusive. ComfortDelGro is dedicated to adding a human touch and bringing positive changes to communities that share the same space as we do. Being responsive to the needs of different local communities enables us to create shared value for all, helping our local communities grow sustainably in tandem with our business. We also recognise the benefits of community initiatives on employee satisfaction and sense of fulfilment.

How We Manage This Issue

ComfortDelGro remains committed to giving back to our communities and bringing communities together by providing transport services and expertise where they are needed. In 2019, we continued to care for the poor, the elderly, the children, and the sick, donating over S\$1.24 million to various charities, social organisations and welfare and educational institutions in all our locations of operation.

Reaching Out to the Community

Since 2016, our social enterprise GobblerCo has been assisting persons with disabilities and low-income single parents by providing them with training and employment. In August 2019, GobblerCo launched Get Genie, an e-concierge service that saves companies the hassle of having to deal with different service providers by offering different services on a single platform, while increasing the number of job opportunities to persons with disabilities and low-income single parents. For the support it has provided, GobblerCo was recently awarded the Certificate of Recognition for businesses at the SG Enable's 5th Enabling Employers Award 2019.

In 2019, SBS Transit launched a new community engagement project, Project MAGIC CARES Van, in collaboration with social enterprise I'm Soul Inc. Converted from an existing SBS Transit van, the Project MAGIC CARES Van transports instruments and staff volunteers into neighbourhoods to bring the community together through music-making enabled by Soundbeam





technology. A total of 22 staff volunteers and bus captains are involved in the sessions on a rotational basis to bring the music-making experience to the communities at Toa Payoh and Ang Mo Kio every Thursday.

ComfortDelGro Rent-A-Car also purchased more than S\$1,500 worth of Christmas cookies hand-made by beneficiaries of Movements For The Intellectually Disabled of Singapore (MIND). GobblerCo continued its “Gift-it-Forward” initiatives following the initiative’s success in 2018. Over S\$25,000 worth of essentials were raised and distributed to 1,000 families in need in 2019.

ComfortDelGro Engineering continued its 15th year Yellow Ribbon initiative in partnership with Daud S Creative Barber to train ex-convicts to become barbers for their reintegration into society. It also continued to provide maintenance services at subsidised rates to charitable organisations under the National Council of Social Services.

In the UK, Metroline undertook the refurbishment of a static bus located at Barking fire station in London, in June 2019. The bus is used by the community including local schools, faith groups, disabled groups, fire cadets and London Fire Brigade firefighters to educate and promote safety.

Serving the Elderly Poor and Supporting the Needy

In Singapore, we continued to contribute to NTUC Eldercare, which provides social day care services to the elderly poor. 2019 was another fruitful year as the 10th consecutive year (second five-year cycle) of partnership between ComfortDelGro and Lion Befrienders Service Association (Singapore) (Lion Befrienders). GobblerCo also supplied 130 packages of food and household items which were distributed by staff from ComfortDelGro Rent-A-Car to the needy.

In China, ComfortDelGro contributed to disability tax payments and provided gifts to needy staff and drivers. In addition, 11 staff volunteered a total of 44 days to provide travel assistance, information, directions and orders for the elderly, needy travellers and tourists.

Vietnam Taxi (Vinataxi) continued to sponsor the Lawrence S Ting Charity Walk that supports the poor and needy districts and provinces. Vinataxi also sponsored a charity trip to Tu Tam Nhan Ai house in May 2019.

Most recently, CDC, which has extensive operations in Australia, established a fund in January 2020 with an initial investment of A\$250,000 to assist employees and members of its community affected by the Australian bushfires. Called the CDC We Care Fund, it will be used to assist in firefighting efforts and support families with immediate housing and living needs. CDC is also supporting firefighting efforts by providing paid leave and transport services to emergency service volunteers, as well as offering employee assistance counselling services to staff and their families affected by the fires.

Engaging the Young

ComfortDelGro is committed to helping our leaders of tomorrow. In Australia, CDC Victoria donated A\$50,000 through partnerships with the Western Bulldogs Community & Youth, and Myki Sponsorship for Western Chances in January and February 2019 respectively. These donations support underprivileged but talented and motivated young people in Melbourne’s west to realise their potential through merit-based, tailor-made scholarships and opportunity programmes. Yearly Myki travel passes were also sponsored for disadvantaged students.



CDC established a fund in January 2020 with an initial investment of A\$250,000 to assist employees and members of its community affected by the Australian bushfires.

In Jilin City, China, more than 10 of our cabbies provided two days of free taxi trips in May 2019 as part of the annual campaign to provide voluntary free transport to needy high-school students during National College Entrance Examination period.

VICOM in Singapore continued its second year of Lee Kuan Yew Fitzwilliam – National University of Singapore PHD Scholarships sponsorships. ComfortDelGro Driving Centre organised trips to the Road Safety Park as well as Road Safety Education talks to educate primary school children on good road safety habits. The talks were attended by more than 4,500 school children.

In Vietnam, Vinataxi sponsored almost 60 million VND towards the 10th Phu My Hung Look Forward to Children event. Vinataxi also contributed 32 million VND worth of bookstore vouchers for staff’s children with good academic results at the end of the school year.

Caring for the Sick

In Singapore, 44 cabbies of CabbyCare Charity Group shaved their heads in support of Children’s Cancer Foundation’s annual Hair For Hope initiative, which marks the sixth year that they have supported this initiative.



CabbyCare, our Taxi Business’ cabby volunteer group, made over 1,780 free trips to deliver meals and library books to the needy.

VICOM continued their outreach to Star PALS, a palliative home care service for children and youth with life-threatening or life-limiting conditions, by maintaining donation boxes for Star PALS in its seven inspection centres. It also provided ComfortDelGro Taxi vouchers to children under the age of 19 years with life threatening or life-limiting conditions.

Elsewhere, our Business Units continued their support for various medical care and research establishments in cash or in kind. In the UK, Scottish Citylink raised £30,000 for children’s hospitals in Scotland through its Oor Wullie’s Big Bucket Trail. Metroline opened the doors of Potters Bar Bus garage to the public and donated proceeds from admission fees towards charities, including those supporting cancer research as well as the British Heart Foundation. CityFleet Networks also made donations towards cancer and palliative care, as well as provided support funding to Safespace American Society of Nephrology (ASN) families. In addition, ComfortDelGro Irish Citylink staff sold daffodils on Daffodil Day to raise funds for the Irish Cancer Society and supported local charities through complimentary travel vouchers worth €1,000 for worthy causes and as spot prizes.

In Australia, Swan Taxis donated A\$1,820 to Perth’s Children Hospital, the Cure Brain Cancer Foundation, and the Princess Margaret Hospital Foundation which support children undergoing life threatening treatment. Hunter Valley Buses have also raised A\$2,500 through the Beanies for Brain Cancer campaign for the Mark Hughes Foundation that promotes brain cancer research and awareness.

Group Performance Summary



Corporate Social Responsibilities

Donations to Charity
 2017 : > S\$1.1m
 2018 : > S\$1.15m
 2019 : > S\$1.24m

Decommissioning and Refurbishing Old Taxis for Hospitals and Schools

ComfortDelGro Taxi has been decommissioning and donating taxis, starting with the Crown taxis, from as early as 1999. These were donated to hospitals, voluntary welfare organisations and schools for rehabilitation and education purposes.

In the spirit of giving this past Christmas, ComfortDelGro Taxi decommissioned a Comfort Sonata taxi and presented it as a gift to Tan Tock Seng Hospital (TTSH). The decommissioned taxi will be used in TTSH's car transfer training at its new Integrated Care Hub building, slated to open in 2022. In the meantime, the taxi is placed at the main hospital for TTSH occupational therapists to train patients with mobility issues and their caregivers to get in and out of the car safely.



To-date, 27 Crown and Sonata taxis, at a combined value of over S\$90,000, have been decommissioned and gifted to hospitals and schools for rehabilitation and education purposes.



Bringing Cheer to the Elderly and the Sick

In 2019, VICOM conducted several events to engage the elderly and sick. During the Chinese New Year period, they held celebrations for 220 seniors from the Thye Hwa Kwan @ Indus Moral Centres, as well as patients and staff of HCA Kang Le Hospice (Marsiling), gifting red packets to the former group.

In May 2019, 16 patients from the same hospice were invited to participate in a cupcake baking session at SASCO Senior Citizens' Home at Khatib (SASCO@Khatib). There, our staff volunteers organised a singing session with the patients and assisted them with light exercises before treating them to a healthy lunch buffet. The volunteers then teamed up with the patients to bake and decorate their cupcakes which they got to bring home to share with their loved ones.

GOVERNANCE

As our operations continue to expand worldwide, it is pertinent for ComfortDelGro's wide range of businesses, companies, corporations and entities, including their employees, agents and representatives to always be in full compliance of local laws and regulations in their areas of operation. We also expect our Business Units and Suppliers to uphold the highest ethical standards.

2019 Highlights:



Business Continuity Management Systems ISO 22301

SBS Transit Bus and Rail completed the ISO 22301 re-certification audit in 2019 with zero non-conformity.

Quality Management Certifications ISO 9001

ComfortDelGro Taxi, ComfortDelGro Engineering and SBS Transit Bus and Rail completed re-certification for ISO 9001:2015 in 2019.

Singapore Governance and Transparency Index 2019

All three listed companies in Singapore – ComfortDelGro, SBS Transit and VICOM – had improved scores and were ranked within the top 7% of the 578 companies covered in the Singapore Governance and Transparency Index 2019.

- ComfortDelGro: rank 14th (up from 17th in 2018)
- VICOM: rank 17th (same as in 2018)
- SBS Transit: rank 40th (same as in 2018)



ANTI-CORRUPTION

We conduct our business with integrity, transparency and honesty. We do not condone any corrupt practices such as bribery, extortion or embezzlement. Similarly, we do not condone fraudulent practices such as intentional deception or misappropriation of resources. Our targets are zero cases of corruption and fraud.

Why This Issue Is Material

Business and ethical integrity are pillars of our corporate psyche. With operations and a workforce that span seven countries, the Group recognises that good corporate governance, transparency and integrity are key in maintaining the trust of our Stakeholders.

How We Manage This Issue

The Group has in place strong processes that ensure impartiality and provide checks and balances. We also hold workshops to educate employees on corruption risks and conduct regular audits on internal practices and processes. Our employees are not allowed to accept payments, gifts or other kinds of reimbursement from a third party that could affect or appear to affect their objectivity in their business decisions.

We extend our anti-corruption commitments to our partners. Representatives of the Group are not allowed to offer Customers, Potential Customers, Suppliers, Consultants, Governments, Agencies of Governments, or any representative of such entities, any rewards or benefits in violation of applicable laws, in order to obtain or retain business or to gain any other improper advantage.

We also require our Suppliers to operate in accordance with the principles in our Supplier Ethics Policy and in full compliance with all applicable laws and regulations. All officers administering and approving contracts in which they or their close relatives have significant interests are required to declare and recuse themselves from handling these contracts. Staff in the procurement and purchasing team make a declaration on conflict of interest annually. All members of the Procurement Category team are to attend a workshop on "Procurement Fraud Prevention & Detection" within their first two years of service. The workshop equips our staff on effective internal controls within the procurement process, as well as the prevention and detection of procurement fraud.

The ComfortDelGro Alert Line facilitates whistle blowing reporting to the Chairperson of the ComfortDelGro Audit and Risk Committee and the Group Chief Internal Audit Officer. All whistle blowing reports are investigated thoroughly, independently and fairly, with prompt and proper closure.

Group Performance Summary





PUBLIC POLICY AND REGULATORY FRAMEWORK

As a public transport operator, ComfortDelGro is involved in and affected by public policy and regulatory changes. ComfortDelGro is committed to being an active corporate citizen and providing support in public policy decisions and regulatory frameworks in its countries of operation.

Why This Issue Is Material

As our transport services are used by the public on a daily basis, we recognise the important role we play in shaping public policy and regulations in a way that benefits commuters, our key Stakeholders. Going forward, as cities increase in population density and demand for public transport rises, we are cognisant that we play an increasingly important role in influencing public policy and regulatory framework to aid transport operators in increasing their operating efficiencies and capacities.

How We Manage This Issue

ComfortDelGro regularly engages with Governments and Regulators at many different levels to help shape public policy and regulations that support the land transport sector. We work closely with Association Partners and Unions on issues which affect them and our business. We actively incorporate the outcomes of these engagements in our decision-making processes and ensure that we are up to date with the latest regulations and stakeholder agreements. In doing so, we uphold our accountability, high business ethics and integrity to instil trust in our Stakeholders. At the same time, we expect all business partners, suppliers and employees to adhere to our guidelines on regulatory compliance and ethical conduct.



Cyber Security

Cyber security is increasingly a major security concern, escalated by a stream of recent major cyber security lapses worldwide. As a result, regulations on these aspects have tightened. In response, we prioritise personal data protection of our customers as well as security and integrity of our cyber systems. We enhanced our understanding of the current attack vectors and the associated mitigating behaviours in the event of cyber-attacks. To provide the highest assurance to our customers on protecting and using their personal data, we have put in place initiatives to equip our company and our employees with essential competencies and capabilities in relation to cyber security as well as approaches to deal with incidences such as data breach.

Information technology (IT) system failures are key risks for the Group since almost all the businesses rely heavily on IT. In recognition of the risks of a major system failure – disruption of the business, loss of data or a security breach of our information technology systems, we ensure our information technology security management framework complies with current industry standards. The Group has also implemented various controls and data recovery measures to mitigate the risks, including the use of intrusion prevention systems, multi-level firewalls, server protection, software code hardening and data loss prevention controls to manage Internet security and cyber threats. Audits and penetration tests are conducted regularly to test the integrity of the systems – to identify potential vulnerabilities, strengthen the security hardening of our websites, and ensure that high standards are maintained.

New staff are to attend mandatory awareness training that inform them of the latest information security policies, procedures and risks. This is to better prepare them to acquire competencies, new techniques and methods that are essential in mitigating security risks. An 'Information Security Awareness' briefing was conducted in October 2019 as part of new staff's onboarding programme.



Customer Privacy

In response to an amendment of the Personal Data Protection Act (PDPA), we reviewed and updated our Group PDPA Compliance Policy to better protect customer privacy. We have also developed a Data Breach Management Plan as a comprehensive response in the event of data and security breaches. The plan includes processes for reporting, assessing and evaluating risks and impacts of data breaches. We plan to review the PDPA Compliance Policy every two years and whenever there are amendments to the PDPA. Relevant internal and external Stakeholders are updated as and when there are changes in policies, plans and practices. Compliance audits are conducted by the Group on Business Units from time to time to ensure adherence to the Group's PDPA policies.

We have appointed Data Protection Officers (DPOs) from various Business Units and formed a Data Protection Work Group to ensure the compliance of PDPA when developing and implementing policies and processes for handling personal data. This is to foster a data protection culture within the organisation and Business Units and to facilitate the communication of personal data protection policies to Stakeholders.

We have identified the DPOs and data protection support staff to send for training in year 2020 as recommended by the PDPA competency framework. Business Units are also encouraged to obtain the Data Protection Trust Mark certification to ensure conformance to PDPA best practices.

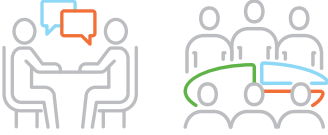
Group Performance Summary

NUMBER OF CYBERSECURITY BREACHES – NO MAJOR BREACH

0

Political contributions made
Number of incidents of non-compliance
Number of PDPA breaches

Annex A: Supplier Ethics Policy



ComfortDelGro Corporation Limited and its subsidiaries worldwide (hereinafter collectively referred to as “ComfortDelGro”) procure a wide range of goods or services from various businesses, companies, corporations, persons and entities, including their employees, agents and representatives (hereinafter collectively referred to as “Suppliers”), in the course of its business operations.

As such, ComfortDelGro requires its Suppliers to operate in accordance with the principles in this Supplier Ethics Policy (“Policy”) and in full compliance with all applicable laws and regulations.

Suppliers are required to adhere to all local laws (including antitrust, anti-competition, anti-corruption and anti-fraud policies), maintain high ethical standards, have clear health & safety policies, strict environmental policies, and adopt fair employment practices.

It is the responsibility of Suppliers to ensure their employees and representatives understand, comply and act consistently with this Policy. Failure to adhere to this Policy may result in disqualification from consideration for business, and/or future business, with ComfortDelGro.

1. Compliance with Laws and Regulations

1.1. Abidance with the Law

Suppliers’ business operations, as well as all goods and services supplied to ComfortDelGro, must fully comply with the laws and regulations of the countries where Suppliers’ operations are based as well as where goods and services are provided to ComfortDelGro.

1.2. Use of Fair Business Practices

Suppliers must practise fair competition in accordance with local antitrust and competition laws. Activities that restrict competition must be avoided. Commercial decisions, including prices, terms of sale, division of markets and allocation of customers, must be made independent of understandings or agreements with competitors.

2. Ethics and Conflict of Interest

2.1. Anti-Corruption Stance

Suppliers must conduct their business with integrity, transparency and honesty. ComfortDelGro does not condone any corrupt practices such as bribery, extortion or embezzlement in all business interactions. Suppliers are prohibited from offering, paying, soliciting or receiving (whether directly or otherwise) any form of bribe as inducement or reward for any business transaction with or involving ComfortDelGro. The term “bribe” broadly includes any illicit advantage such as (but is not limited to) cash, cash equivalents, property, loans, commissions, services, benefits in kind or other advantages.

2.2. Anti-Fraud Stance

In the same vein, ComfortDelGro does not condone any fraudulent practices such as intentional deception, misappropriation of resources or manipulation of data. Suppliers are prohibited from altering or falsifying records, failing to account for monies received or knowingly providing false information for any business transaction with or involving ComfortDelGro.

2.3. Gifts and Entertainment

ComfortDelGro is committed to conducting all business without undue influence. The Policy requires it to exercise good judgment and practise moderation in receiving business gifts and entertainment.

Suppliers must not offer or give gifts or hospitality (including kickbacks, favours, cash, gratuity, entertainment or anything of value) to any ComfortDelGro employee that is intended as, or may be viewed as an attempt to improperly influence business decisions. In addition, ComfortDelGro employees are prohibited from accepting initial public offering (IPO) stock from any Supplier.

Employees will respectfully decline entertainment, gifts or other benefits that could in any way be construed as, or give the appearance of, attempting to influence business decisions in favour of any person or organisation with whom ComfortDelGro may have business dealings.

2.4. Conflicts of Interest

Suppliers should seek to avoid any conflicts of interest that may adversely influence their business relationship with ComfortDelGro. Suppliers must disclose all actual, potential or perceived conflicts of interest situations and/or relationships promptly to ComfortDelGro.

3. Workplace Health, Safety and Quality

3.1. Healthy and Safe Working Environment

Suppliers must have in place health & safety protection policies and management systems to provide a secure working environment. They must be designed to promote the general health of employees and reduce work-related injury and illness. For example, protective equipment and tools must be provided and replaced/maintained regularly.

3.2. Safety

The safety of all goods and services supplied must be ensured through appropriate policies, implementation and monitoring.

3.3. Quality

Suppliers' policies and management systems must be developed to ensure that the quality of all goods and services are as specified in their contracts with ComfortDelGro.

4. Corporate Social and Environmental Responsibility

4.1. Corporate Social Responsibility

ComfortDelGro is committed to building positive relationships with the communities in which we live and work by showing our support and care for the poor, the sick, the underprivileged and the aged. Suppliers are encouraged to support us and also seek similar opportunities in area of Corporate Social Responsibility.

4.2. Environmental Responsibility

Local environmental laws and practices such as those pertaining to waste disposal (proper handling of toxic and hazardous waste, segregation where regulated, etc), air emissions and pollution must be complied with. Suppliers must endeavour to minimise the impact of their operations on the environment.

5. Non-Discriminatory & Ethical Employment

5.1. Non-Discriminatory Employment

Suppliers shall apply fair and ethical standards in their employment practices. This includes non-discrimination in employment, recruitment, advertisements for employment, compensation, termination, upgrading, promotions, and other conditions of employment against any employee or job applicant on the bases of race, ethnicity, gender, national origin, age, religion, marital status, disability, sexual orientation or gender identity.

5.2. Ethical Employment

Suppliers will comply with all national laws on wages and working hours as well as local standards regarding child labour and minimum age.

6. Use of Information

6.1. Insider Trading

Suppliers must not trade in the securities of ComfortDelGro either directly or through an intermediary while in possession of inside information (i.e. confidential material, non-public information) relating to ComfortDelGro nor should they pass such information on to others.

6.2. Proprietary Information

Any information used by Suppliers in their business relationship with ComfortDelGro that is either not public and/or proprietary must be protected against loss and infringement. Any disclosure or use of such information other than for officially stated purposes must first be authorised by ComfortDelGro.

7. Ethical Concerns

If any Supplier has an actual or potential ethical concern related to the Policy, they can make use of the ComfortDelGro Alert Line.

ComfortDelGro Alert Line

The ComfortDelGro Alert Line comprising the following personnel has been set up to facilitate the reporting of incidents and the handling of information or evidence on matters that will give rise to whistle blowing. You may contact:

Group Chief Internal Audit Officer

DID: +65 6383 7010

Email to: gcao@comfordelgro.com

and/or the respective Chairmen of Audit & Risk Committee (ARC)

For ComfortDelGro Corp, email to: ARC_Chairman@comfordelgro.com

For SBS Transit Ltd, email to: ARC_Chairman@sbstransit.com.sg

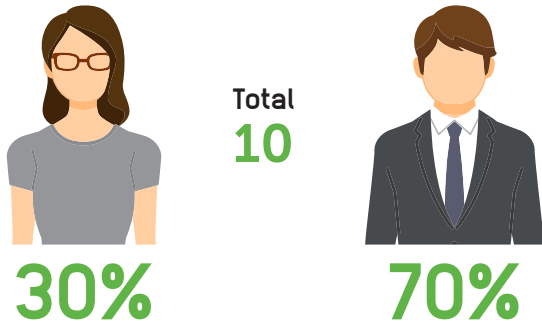
For Vicom Ltd, email to: ARC_Chairman@vicom.com.sg

Annex B: Workplace Safety & Health Committees Across the Group

Country	Business Unit	Workplace Safety & Health Committee or Similar	Company Emergency Response Team or Similar	Risk Management Committee	Other Safety-related Committee	Nil
Singapore	All Business units with the exception of:	✓	✓	✓		
	ComfortDelGro Driving Centre	✓	✓	✓	✓	
	ComfortDelGro Rent-A-Car			✓		
	SBS Transit	✓	✓			
Australia	CDC in NSW	✓	✓			
	CDC in Victoria	✓	✓		✓	
	Swan Taxis	✓			✓	
China	East China		✓		✓	
	North China					✓
	South China		✓		✓	
	West China	✓				
Ireland	ComfortDelGro Irish Citylink					✓
United Kingdom	CityFleet Networks		✓	✓		
	Metroline	✓				
	Scottish Citylink Coaches	✓				
Vietnam	Vinataxi				✓	
Malaysia	CityLimo Leasing (M)					✓

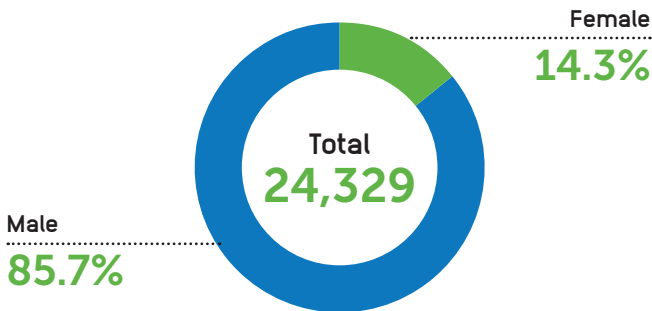
Annex C: Detailed Information on Employees and Other Workers

ComfortDelGro Corporation's
Board of Directors By Gender



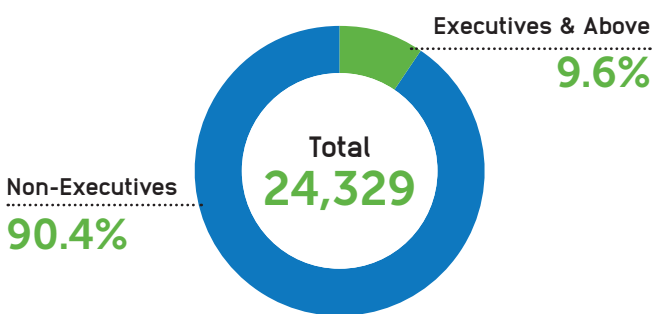
	Female	Male	Total
SBS Transit	30.0%	70.0%	10
VICOM	30.0%	70.0%	10

Employees By Gender



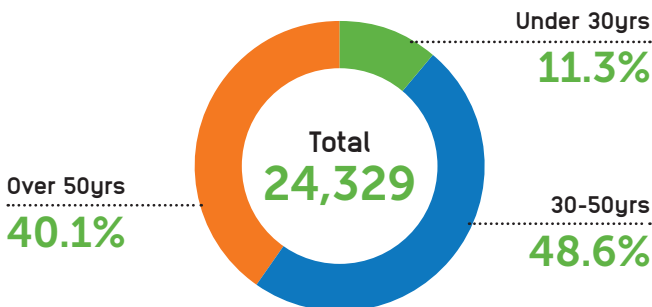
	Female	Male	Total
SBS Transit	10.2%	89.8%	11,002
VICOM	23.3%	76.7%	866

Employees By Category



	Non-Executives	Executives & Above	Total
SBS Transit	91.4%	8.6%	11,002
VICOM	53.2%	46.8%	866

Employees By Age



	Under 30yrs	30-50yrs	Over 50yrs	Total
SBS Transit	12.1%	49.5%	38.4%	11,002
VICOM	23.6%	55.9%	20.5%	866

Employees By Country, Gender, Employment Type and Contract

SINGAPORE

13,773 Employees

	Type of Contract		Type of Employment	
	Permanent	Temporary	Full-time	Part-time
Male	79.5%	7.1%	81.4%	5.2%
Female	11.4%	2.0%	11.6%	1.8%
Total	90.9%	9.1%	93.0%	7.0%

UNITED KINGDOM & IRELAND

5,824 Employees

	Type of Contract		Type of Employment	
	Permanent	Temporary	Full-time	Part-time
Male	88.6%	0.1%	86.0%	2.7%
Female	11.3%	-	10.0%	1.3%
Total	99.9%	0.1%	96.0%	4.0%

AUSTRALIA

3,790 Employees

	Type of Contract		Type of Employment	
	Permanent	Temporary	Full-time	Part-time
Male	68.6%	14.4%	65.5%	18.2%
Female	10.7%	6.3%	8.4%	7.9%
Total	79.3%	20.7%	73.9%	26.1%

CHINA

818 Employees

	Type of Contract		Type of Employment	
	Permanent	Temporary	Full-time	Part-time
Male	37.3%	24.5%	61.7%	-
Female	25.4%	12.8%	38.3%	-
Total	62.7%	37.3%	100.0%	-

VIETNAM

82 Employees

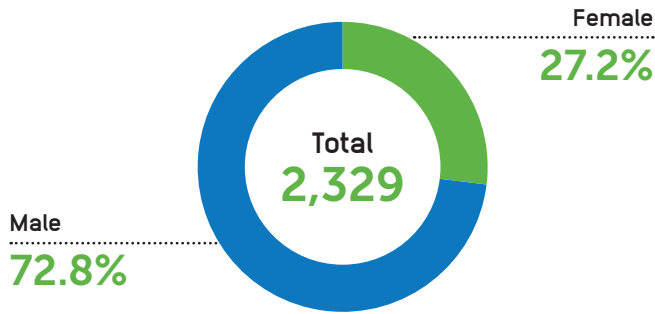
	Type of Contract		Type of Employment	
	Permanent	Temporary	Full-time	Part-time
Male	46.3%	15.9%	46.3%	15.9%
Female	32.9%	4.9%	32.9%	4.9%
Total	79.2%	20.8%	79.2%	20.8%

MALAYSIA

42 Employees

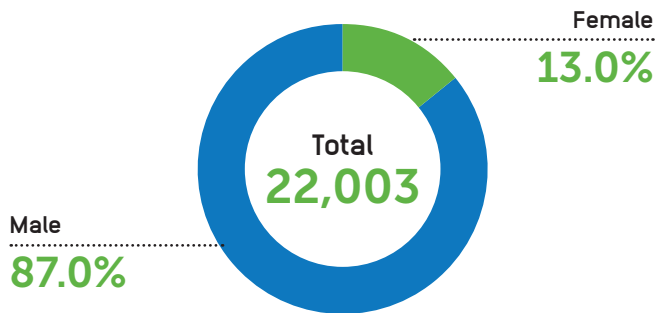
	Type of Contract		Type of Employment	
	Permanent	Temporary	Full-time	Part-time
Male	9.5%	57.1%	66.7%	-
Female	14.3%	19.1%	33.3%	-
Total	23.8%	76.2%	100.0%	-

Executives And Above By Gender



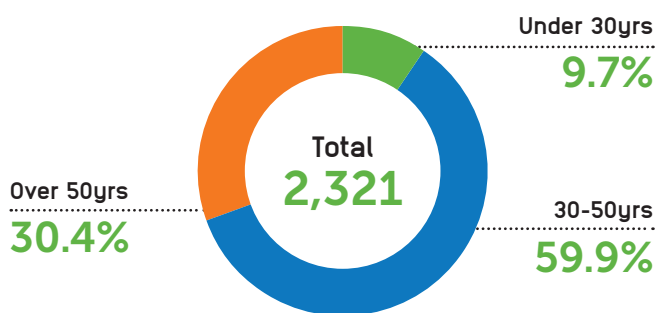
	Female	Male	Total
SBS Transit	19.7%	80.3%	950
VICOM	20.2%	79.8%	405

Non-Executives By Gender



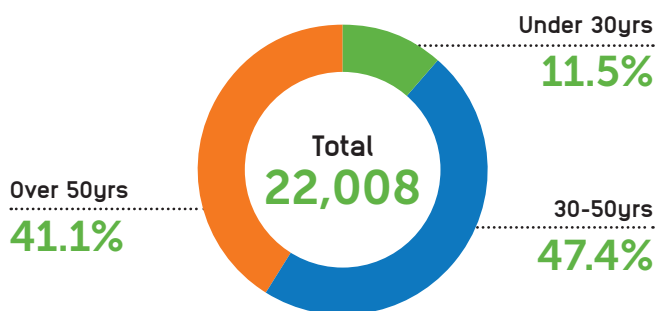
	Female	Male	Total
SBS Transit	9.3%	90.7%	10,052
VICOM	26.0%	74.0%	461

Executives And Above By Age



	Under 30yrs	30-50yrs	Over 50yrs	Total
SBS Transit	8.6%	57.0%	34.4%	947
VICOM	15.3%	63.2%	21.5%	405

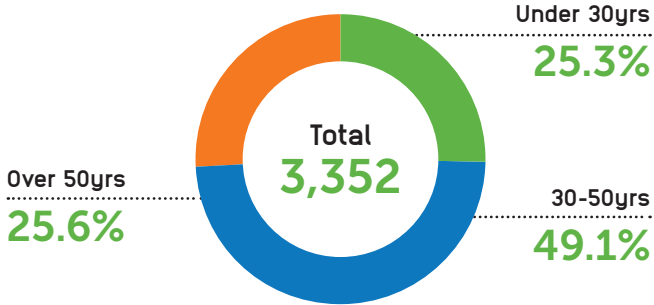
Non-Executives By Age



	Under 30yrs	30-50yrs	Over 50yrs	Total
SBS Transit	12.5%	48.8%	38.7%	10,055
VICOM	30.8%	49.5%	19.7%	461

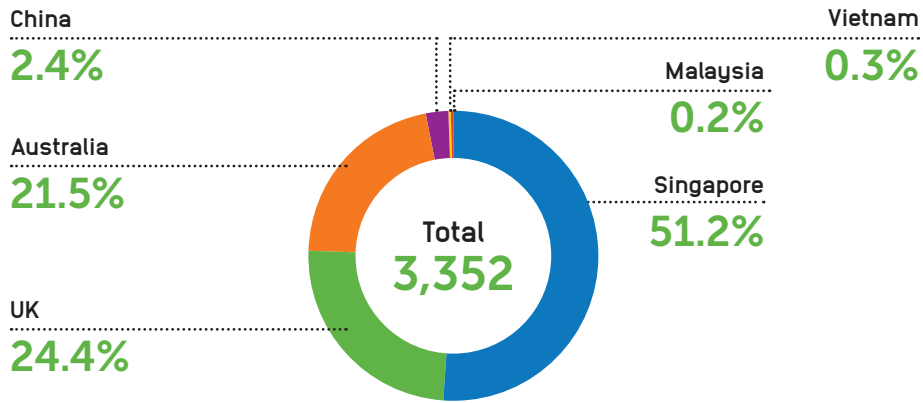
ANNEX C: DETAILED INFORMATION ON EMPLOYEES AND OTHER WORKERS

New Hires By Age

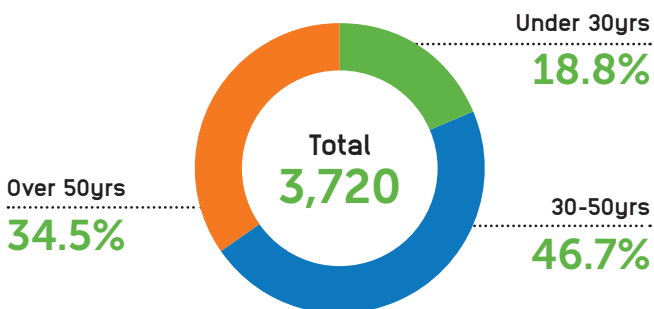


	Under 30yrs	30-50yrs	Over 50yrs	Total
SBS Transit	18.5%	50.4%	31.1%	1,226
VICOM	50.3%	44.7%	5.0%	179

New Hires By Countries



Staff Turnover By Age



	Under 30yrs	30-50yrs	Over 50yrs	Total
SBS Transit	13.2%	45.6%	41.2%	1,318
VICOM	34.2%	56.6%	9.2%	152

Data has been collected by the individual Business Units using a standard template to ensure consistency in understanding and uniformity in data submission. The completed templates are submitted to the Group Human Resource's Singapore corporate office twice a year for review and compilation.

Annex D: GRI Content Index

GRI STANDARD NUMBER	DISCLOSURE NUMBER	CHAPTER / REMARKS	PAGE NUMBER
GRI 101: Foundation 2016			
General Disclosures			
GRI 102 : General Disclosures 2016	102-1 Name of the organisation	About this Report	1
	102-2 Activities, brands, products, and services	Annual Report, Operations Review	AR 32-57
	102-3 Location of headquarters	Singapore	
	102-4 Location of operations	Annual Report, Global Footprint	AR 2-3
	102-5 Ownership and legal form	ComfortDelGro Corporation Limited as well as its subsidiaries SBS Transit Ltd and VICOM Ltd are listed at the Singapore Stock Exchange.	
	102-6 Markets served	Annual Report, Operations Review	AR 32-57
	102-7 Scale of the organisation	Annual Report, Global Footprint Annual Report, Group Financial Highlights	AR 2-3 AR 13-15
	102-8 Information on employees and other workers	Annex C: Detailed information on employees and other workers No significant number of different employment contracts, of non-permanent employees or of supervised workers. No significant variations in employment numbers.	55-58
	102-9 Supply chain	Our Approach to Sustainability: Managing Our Supply Chain	19
	102-10 Significant changes to the organisation and its supply chain	Annual Report, Operations Review	AR 32-57
	102-11 Precautionary Principle or approach	Our Approach to Sustainability: Sustainability and Risk Governance	15
	102-12 External initiatives	Our Approach to Sustainability: Sustainability and Risk Governance Environmental: Energy Efficiency Social: Diversity and Non-discrimination	15 25-26 39
	102-13 Membership of associations	National Taxi Association Global Compact Network Singapore	
	102-14 Statement from senior decision-maker	Our Approach to Sustainability	8
	102-16 Values, principles, standards, and norms of behaviour	Annual Report, Inside front cover Our Approach to Sustainability: Sustainability and Risk Governance	AR Inside front cover 15
	102-18 Governance structure	Annual Report, Corporate Governance About this Report Our Approach to Sustainability: Sustainability and Risk Governance Social: Health & Safety Annex B: Workplace Safety & Health Committees Across the Group	AR 59-74 1 15 32 54
	102-40 List of stakeholder groups	Our Approach to Sustainability: Our Stakeholders	16-17
	102-41 Collective bargaining agreements	Social: Employee Engagement	36
	102-42 Identifying and selecting stakeholders	Our Approach to Sustainability: Our Stakeholders	16
	102-43 Approach to stakeholder engagement	Our Approach to Sustainability: Our Stakeholders	16-17
102-44 Key topics and concerns raised	Our Approach to Sustainability: Our Stakeholders	16-17	
102-45 Entities included in the consolidated financial statements	Annual Report, Directories About this Report	AR 81-84 1	

ANNEX D: GRI CONTENT INDEX

GRI STANDARD NUMBER	DISCLOSURE NUMBER	CHAPTER / REMARKS	PAGE NUMBER
GRI 101: Foundation 2016			
General Disclosures			
	102-46 Defining report content and topic Boundaries	Our Approach to Sustainability: Materiality	13
	102-47 List of material topics	Our Approach to Sustainability: Materiality	13
	102-48 Restatements of information	No restatements of information in 2019	
	102-49 Changes in reporting	About this Report	1
	102-50 Reporting period	About this Report	1
	102-51 Date of most recent report	27 March 2019	
	102-52 Reporting cycle	About this Report	1
	102-53 Contact point for questions regarding the report	About this Report	1
	102-54 Claims of reporting in accordance with the GRI Standards	About this Report	1
	102-55 GRI content index	Annex D: GRI Content Index	59-63
	102-56 External assurance	About this Report	1
Topic Specific Disclosures			
Economic Performance			
GRI 103 : Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Our Approach to Sustainability: Materiality Economic	13 20-21
	103-2 The management approach and its components	Economic	20-21
	103-3 Evaluation of the management approach	Economic	20-21
GRI 201 : Economic Performance 2016	201-1 Direct economic value generated and distributed	Economic	20-21
Anti-Corruption			
GRI 103 : Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Our Approach to Sustainability: Materiality	13
		Our Approach to Sustainability: Our Stakeholders	17
		Our Approach to Sustainability: Managing Our Supply Chain	19
103-2 The management approach and its components	Our Approach to Sustainability: Materiality	13	
	Our Approach to Sustainability: Our Stakeholders	17	
	Our Approach to Sustainability: Managing Our Supply Chain Annual Report, Risk Management	19 AR 78-80	
103-3 Evaluation of the management approach	Annual Report, Risk Management	AR 78-80	
GRI 205 : Anti-Corruption 2016	205-1 Operations assessed for risks related to corruption	Our Approach to Sustainability: Managing Our Supply Chain Governance: Anti-corruption	19 49
		Governance: Anti-corruption	49
205-3 Confirmed incidents of corruption and actions taken	Governance: Anti-corruption	49	
Energy			
GRI 103 : Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Our Approach to Sustainability: Materiality Environmental: Energy Efficiency	13 23-27
		Environmental: Energy Efficiency	23-27
		Environmental: Energy Efficiency	23-27
GRI 302 : Energy 2016	302-1 Energy consumption within the organisation	Environmental: Energy Efficiency	25-26

GRI STANDARD NUMBER	DISCLOSURE NUMBER	CHAPTER / REMARKS	PAGE NUMBER
Water			
GRI 103 : Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Our Approach to Sustainability: Materiality Environmental: Water Consumption	13 30
	103-2 The management approach and its components	Environmental: Water Consumption	30
	103-3 Evaluation of the management approach	Environmental: Water Consumption	30
GRI 303 : Water 2016	303-1 Water withdrawal by source	Environmental: Water Consumption About 97% of water consumed by the Group in 2019 is from municipal water supplies, and about 3% is from rainwater.	30
Emissions			
GRI 103 : Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Our Approach to Sustainability: Materiality Environmental: Energy Efficiency	13 23-27
	103-2 The management approach and its components	Environmental: Energy Efficiency	23-27
	103-3 Evaluation of the management approach	Environmental: Energy Efficiency	23-27
GRI 305 : Emissions 2016	305-1 Direct (Scope 1) GHG emissions	In 2019, Scope 1 GHG emissions for ComfortDelGro Group, SBS Transit and VICOM were 931,843 tonnes CO ₂ e, 407,461 tonnes CO ₂ e and 317 tonnes CO ₂ e respectively. Emission factors for Scope 1 emissions are sourced from the World Resources Institute's GHG Protocol tools for stationary combustion (version 4.1) and for transport or mobile sources (version 2.6).	
	305-2 Energy indirect (Scope 2) GHG emissions	In 2019, Scope 2 GHG emissions for ComfortDelGro Group, SBS Transit and VICOM were 204,262 tonnes CO ₂ e, 189,881 tonnes CO ₂ e and 2,236 tonnes CO ₂ e respectively. Emission factors for Scope 2 emissions are from Singapore's Energy Market Authority, Australia's Department of the Environment and Energy, the UK's Department for Environment, Food & Rural Affairs, and Sustainable Energy Authority of Ireland. CO ₂ , CH ₄ and N ₂ O are included in the calculations for Australia and the UK, while only CO ₂ is included for Singapore.	
	305-4 GHG emissions intensity	GHG emissions intensity figure includes Scope 1 and Scope 2 emissions. CO ₂ , CH ₄ and N ₂ O are included in the calculations for Australia and the UK, while only CO ₂ is included for Singapore.	26
Effluents and Waste			
GRI 103 : Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Our Approach to Sustainability: Materiality Environmental: Waste Management	13 28-29
	103-2 The management approach and its components	Environmental: Waste Management	28-29
	103-3 Evaluation of the management approach	Environmental: Waste Management	28-29
GRI 306 : Effluents and Waste 2016	306-2 Waste by type and disposal method	Environmental: Waste Management	28-29

ANNEX D: GRI CONTENT INDEX

GRI STANDARD NUMBER	DISCLOSURE NUMBER	CHAPTER / REMARKS	PAGE NUMBER
Labour-Management Relations			
GRI 103 : Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Our Approach to Sustainability: Materiality Social: Employee Engagement	13 36-37
	103-2 The management approach and its components	Social: Employee Engagement	36-37
	103-3 Evaluation of the management approach	Social: Employee Engagement	36-37
GRI 402 : Labour-Management Relations 2016	402-1 Minimum notice periods regarding operational changes	Social: Employee Engagement	36-37
Occupational Health & Safety			
GRI 103 : Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Our Approach to Sustainability: Materiality Social: Health & Safety	13 32-35
	103-2 The management approach and its components	Social: Health & Safety	32-35
	103-3 Evaluation of the management approach	Social: Health & Safety	32-35
GRI 403 : Occupational Health & Safety 2016	403-2 Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	Social: Health & Safety Workplace non-fatal injuries were mainly due to Slips, Trips and Falls, Injury By or Struck Against Moving or Stationary Objects, and Work-related Traffic Accidents/Struck by Moving Vehicle.	33-35
	403-3 Workers with high incidence or high risk of diseases related to their occupation	Social: Health & Safety Measures have been taken to manage risks of occupational diseases.	33-35
Training and Education			
GRI 103 : Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Our Approach to Sustainability: Materiality Social: Employee Training	13 40-41
	103-2 The management approach and its components	Social: Employee Training	40-41
	103-3 Evaluation of the management approach	Social: Employee Training	40-41
GRI 404 : Training and Education 2016	404-1 Average hours of training per year per employee	Social: Employee Training	40
	404-3 Percentage of employees receiving regular performance and career development reviews	Social: Employee Training All our employees receive performance and career development reviews annually.	40
Diversity and Equal Opportunity			
GRI 103 : Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Our Approach to Sustainability: Materiality Social: Diversity and Non-discrimination	13 39
	103-2 The management approach and its components	Social: Diversity and Non-discrimination	39
	103-3 Evaluation of the management approach	Social: Diversity and Non-discrimination	39
GRI 405 : Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Social: Diversity and Non-discrimination Annex C: Detailed information on employees and other workers	39 57

GRI STANDARD NUMBER	DISCLOSURE NUMBER	CHAPTER / REMARKS	PAGE NUMBER
Non-discrimination			
GRI 103 : Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Our Approach to Sustainability: Materiality Social: Diversity and Non-discrimination	13 39
	103-2 The management approach and its components	Social: Diversity and Non-discrimination	39
	103-3 Evaluation of the management approach	Social: Diversity and Non-discrimination	39
GRI 406 : Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	There were zero incidents of discrimination reported in 2019.	
Local Communities			
GRI 103 : Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Our Approach to Sustainability: Materiality Social: Local Communities	13 44-47
	103-2 The management approach and its components	Social: Local Communities	44-47
	103-3 Evaluation of the management approach	Social: Local Communities	44-47
GRI 413 : Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programmes	Social: Local Communities Almost all of our operations have implemented local community engagement or development programmes.	44-47
	413-2 Operations with significant actual and potential negative impacts on local communities	Social: Local Communities	44-47
Public Policy			
GRI 103 : Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Our Approach to Sustainability: Materiality Our Approach to Sustainability: Our Stakeholders	13 17
	103-2 The management approach and its components	Our Approach to Sustainability: Materiality Our Approach to Sustainability: Our Stakeholders	13 17
	103-3 Evaluation of the management approach	Our Approach to Sustainability: Our Stakeholders	17
GRI 415 : Public Policy 2016	415-1 Political contributions	ComfortDelGro has no political affiliations nor did it make any political contributions during the year.	
Customer Health & Safety			
GRI 103 : Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Our Approach to Sustainability: Materiality Social: Health & Safety	13 32-33
	103-2 The management approach and its components	Social: Health & Safety	32-33, 35
	103-3 Evaluation of the management approach	Social: Health & Safety	32-35
GRI 416 : Customer Health & Safety 2016	416-1 Assessment of the health & safety impacts of product and service categories	All of our operations are regularly assessed for health & safety improvements.	
	416-2 Incidents of non-compliance concerning the health & safety impacts of products and services	Social: Health & Safety	35
Accessibility			
GRI 103 : Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Our Approach to Sustainability: Materiality Social: Accessibility	13 42-43
	103-2 The management approach and its components	Social: Accessibility	42-43
	103-3 Evaluation of the management approach	Social: Accessibility	42-43
Non-GRI	Percentage of wheelchair accessible buses	Social: Accessibility	43

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