

Connecting people, driving sustainability



SUSTAINABILITY REPORT 2024

ABOUT THIS REPORT

SBS Transit Ltd is pleased to share our latest annual Sustainability Report that documents our journey and the progress we have made across Environmental, Social and Governance aspects of our operations. The report provides an overview of the Company's vision and initiatives towards Sustainability and the results of our financial year ended on 31 December 2024.

We believe in the urgency of acting on the threat of climate change. As a leading public transport operator, we recognise our role in making the transition towards a low-carbon transport system in Singapore. We are committed to delivering positive impact and long-term sustainable value to our society.

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ABOUT THIS REPORT

REPORTING FRAMEWORK

This report has been prepared in accordance with the Global Reporting Initiative (GRI) Sustainability Reporting Standards 2021. Pages 92 - 96 include the GRI Content Index. Additionally, this report aligns with the Sustainability Accounting Standards Board (SASB): Road and Rail Standards as summarised in the SASB Disclosure Index that can be found on pages 97 - 98.

We have chosen to align closely with the United Nations Sustainable Development Goals (UN SDGs). Furthermore, we are committed to the ten principles of the United Nations Global Compact (UNGC), of which our parent company, ComfortDelGro Corporation Limited, is a signatory.

As a listed company in Singapore, this report adheres to all sustainability reporting standards mandated by the Singapore Stock Exchange (SGX), including but not restricted to SGX Listing Rules 711 (A) and (B).

Further in compliance with the SGX climate reporting requirements, we align and report against the recommendations from the Task Force on Climate-Related Financial Disclosures (TCFD). As of 2024, the TCFD has been incorporated into the globally recognised International Sustainability Standards Board (ISSB) Standards. While the SGX only requires companies to follow the climate-specific rules (IFRS S2) from 2025, we have made some disclosures against selected reporting requirements from IFRS S2 and the consequently selected climate-relevant provisions from IFRS S1. These selected disclosures are primarily incorporated within the following sections: Sustainability and Risk Governance, Emissions and energy, Sustainability transition, Business integrity and corporate governance and Responsible supply chain and partnership chapters.

We disclose year-on-year comparisons whenever possible, ensuring our data undergoes internal assurance processes for validation.

The incorporation of the various international sustainability standards within our report allows us to remain accountable, communicate our results in a way that meets the needs of various stakeholders. We are committed to tracking and disclosing our strategies, initiatives, and key performance indicators while staying attuned to the industry and geography we operate in. These standards guide us in setting targets for our material topics, ensuring the continuity of our sustainability reporting efforts.

REPORTING SCOPE AND PERIOD

This Sustainability Report is published on 25 March 2025, encompassing our sustainability performance and relevant Environmental, Social and Governance (ESG) considerations for the financial year (1 January 2024 to 31 December 2024). The Sustainability Report supplements SBS Transit's Annual Report 2024 and covers the same scope in terms of financial entities and reporting period. Both reports can be found on our website at <https://www.sbstransit.com.sg>.

ASSURANCE

ComfortDelGro Group Internal Audit has performed an internal review on the compliance with the relevant policies, processes and internal controls pertaining to the data disclosed in this Sustainability Report for the financial year 2024. The audit recommendations from the internal review were taken into consideration in the preparation of the Sustainability Report. While we did not seek external assurance in this reporting cycle, we intend to do so from FY2027 in line with the Accounting and Corporate Regulatory Authority (ACRA) and the Singapore Exchange Regulation (SGX RegCo) reporting guidelines.

FEEDBACK

We welcome comments and feedback on our Sustainability Report as we progress on our sustainability journey. Please contact us at SBS Transit Customer Care at 1800-287 2727 or Sustainability@SBSTransit.com.sg.

RESTATEMENT OF INFORMATION

Restatements of information presented in earlier reports have been included in this report, where applicable, to ensure consistency and to enable proper comparability of information between reporting periods. Details of these restatements can be found in the relevant sections of the report. Restatements of information are primarily due to improved data collection and calculation methodologies, as well as refinement of data collection parameters, that modified our greenhouse gas (GHG) disclosures. The respective restatements made have been determined to be immaterial.

ABOUT SBS TRANSIT LTD

A PURPOSE-DRIVEN ORGANISATION, WITH A VALUES-BASED CULTURE

OUR PURPOSE

Moving People in a
Safe, Reliable and
Sustainable Way

OUR VALUES



Caring



Adaptable



Reliable



Earth-Friendly



Safe and Secure

As the largest public bus operator in Singapore, we strive to provide world-class public transport services that are safe, reliable, and sustainable.

Today, we operate 196 bus services in Singapore with a fleet of over 3,300 buses comprising single-deck, double-deck, and articulated buses. Our fleet also consists of 85 electric and 25 diesel-hybrid buses. Additionally, SBS Transit manages two of Singapore's six MRT lines – the North East Line (NEL) and the Downtown Line (DTL) as well as the Sengkang and Punggol Light Rail Transit (SPLRT) lines. The NEL is Singapore's third metro line and the country's first fully automated and driverless system. SBS Transit has also recently been awarded

the tender to run Singapore's seventh MRT line, the Jurong Regional Line, to be opened for passenger service in three stages from 2027.

We carry millions of passengers on our bus and rail network daily, but we believe in being more than just a people mover. We believe in the journey, not just the destination.

To that end, our extensive investment in technology and training aims to continuously improve our workforce and operations, allowing us to uphold our high standards of safety, reliability and accessibility, and to remain at the cutting edge of the rapidly changing transportation industry.



JOINT MESSAGE FROM THE CHAIRMAN AND GROUP CEO

As one of Singapore's leading public transport operators, SBS Transit transports millions of Singaporeans and residents to their daily destinations – whether their places of work or study or leisure, or back to their homes and loved ones, or to other pursuits and destinations. In performing its mission of ensuring a reliable, efficient and accessible public transport system of buses and trains, the company plays a vital role in the smooth functioning of a vibrant society. Realising this, the entire SBS Transit team remains fully committed to ensuring sustainable operations, both in the near-term and over generations to come.

Transitioning to an Electrified Future

Building on the successes of past years, we continued in 2024 to advance our sustainability initiatives across a broad front. The biggest challenge confronting public transport operators is the transition to an electrified future, which necessitates far-reaching company-wide transformation. Positioned as we are at the forefront of this critical transition, SBS Transit is fully committed to the national plans to decarbonise our public transport industry. We are dedicated to supporting the Land Transport Authority's (LTA) initiatives and [Singapore's national emissions target to achieve net-zero by 2050](#). Additionally, our efforts are closely aligned with [LTA's goal to cut peak land transport emissions by 80% from 2016 levels by 2050](#). This is reflected in our shared commitment to sustainable transportation solutions, with the aim of progressively [transitioning our public bus fleet to run entirely on cleaner energy by 2040](#).

Since 2017, we have been proactively developing the necessary capabilities, including training our technicians to work with high-voltage electrical systems. This extensive training formed the basis for the National EV Specialist Safety certification, which 122 of our staff members have attained. We have also been preparing ourselves by adapting our operational infrastructure and processes. This includes scheduling optimal charging of our e-buses, and building technical expertise through partnerships forged with BYD, China's leading car and EV battery manufacturer, and with NEU Battery Materials, a Singapore-based lithium-ion battery recycling startup.

As part of our sustainability transition and in close partnership with LTA, we welcomed 53 additional electric buses to our fleet in 2024, expanding our electric bus fleet to a total of 85 buses and to more than 200 electric buses in 2025. In the coming year, we will establish the eBus Satellite Training Centre in collaboration with the Singapore Bus Academy, which will reinforce our position as a forward-thinking leader in public transport.

Progress in Our Ongoing Sustainability Initiatives

While preparing for future transformation, which will take several years, we have pressed ahead with several sustainability initiatives in our current operations. This has built on the successes of 2023 – optimising processes, leveraging cutting-edge technologies, and fostering strategic collaborations.

In 2024, we further expanded our rail and bus networks and welcomed the addition of PW2 Teck Lee Station, NE18 Punggol Coast Station, Sengkang West Depot, and Buangkok Bus Interchange, enhancing connectivity and accessibility for commuters. In the midst of expansion, sustainability has remained a key strategic focus through the integration of technology to improve operational efficiency – an approach which is core to our overall business strategy.

This resulted in significant environmental achievements in 2024:



While the expansion of our network led to an increase in electricity consumption, [we achieved a 37.9 tCO₂e/\\$\\$m decrease in GHG intensity and 42,953 tCO₂e decrease in overall GHG emissions](#).



We achieved a [17.1% reduction in water consumption compared to 2019 baselines](#) and an improvement in our [total annual general waste to landfill ratio, from 50.4% in 2023, to 44.3% in 2024](#). Notably, the air-handling unit condensate water recycling initiative, installed in 13 NEL stations, has resulted in [significant water savings of 17.9%](#).

JOINT MESSAGE FROM THE CHAIRMAN AND GROUP CEO

“In performing its mission of ensuring a reliable, efficient, and accessible public transport system of buses and trains, the company plays a vital role in the smooth functioning of a vibrant society.”



To further decarbonise our grid, we expanded our renewable energy output. Solar photovoltaic systems were installed at four locations, leading to a **21% increase in generation capacity, reaching 5.18 MWp**. We are actively planning further expansion in 2025 as we continue our journey towards a greener future.



We embarked on the installation of smart utility meters across selected Bus and Rail facilities. These meters provide real-time consumption data, enabling us to develop long-term water and energy management strategies.

A further initiative was a partnership with Stratio, a predictive fleet maintenance solutions provider, to implement its predictive maintenance platform and technology across our entire bus fleet, including our electric buses. This AI-powered system leverages data analytics to optimise vehicle maintenance, minimise breakdowns, reduce waste of vehicle parts, and maximise the lifecycle of our buses, thereby setting new industry standards.

Safety – Our Highest Priority

Safety remains our utmost priority for both our employees and commuters. We continue to prioritise a data-driven, technology-supported approach to minimising accidents and injuries. Through implementing award-winning innovations like DriveSafe+, contractor engagement through workshops and safety training programmes, we achieved a significant **improvement in 2024 in our workplace injury rate, reducing it from 186.2 per 100,000 employees to 109.5 – well below the industry average of 660**. Our commitment to safety has been recognised by LTA at the Public Transport Safety and Security Awards 2024 where we were the most awarded public transport operator, as well as by the WSH Council, where we were honored as a bizSAFE partner for the second consecutive year.

Championing Inclusivity and Equity in Our Society

Fostering an inclusive and equitable society is a key pillar of our mission. Driven by our sense of social responsibility, we strive to create an environment that encourages independent commuting for all. AIVA and SiLVia, the two newest AI-powered digital concierges in the SBS Transit family, showcase the potential of technology to improve passenger assistance and connectivity.

We are committed to increasing the inclusion of employees with disabilities across all departments, including in corporate, engineering, and frontline roles. Through initiatives like the Enabling Pathway Programme, we have steadily **increased the number of employees with disabilities within our workforce from 26 to 36**, demonstrating our dedication to fostering an inclusive and equitable workplace.



JOINT MESSAGE FROM THE CHAIRMAN AND GROUP CEO

Our Commitment to Employee Well-being

At the heart of our company's values lies a firm commitment to our employees. We believe in investing in their growth and development, recognising that their success is integral to our own. By providing ongoing training and development opportunities, we empower them to improve themselves and achieve their personal aspirations.

We also prioritise employee well-being initiatives, to foster a safe and supportive work environment. We launched a digital mental health service that provides comprehensive well-being resources, such as the Workplace Outreach Wellness (WOW) Programme by the Health Promotion Board. We also equipped our supervisors with peer-support skills to effectively support their teams.

In recognition of our efforts, we won the "Best Company to Work for in Asia" Award by HR Asia for the third consecutive year since 2022.

Enhancing Our Sustainability Reporting

Building on our commitment to transparency, we continue to refine our sustainability reporting practices. In 2024, we further enhanced the accuracy of our reporting and data collection, moving more of our methodology from screened data (based on estimations) to calculated data (precise measurements). We also conducted an initial value-chain assessment to identify the pertinent climate-related risks and opportunities along our value chain, to help us ensure that our operations remain resilient in the face of environmental changes.

"By proactively addressing climate-related risks and opportunities in our long-term planning, we are building a more resilient and sustainable public transport system."



JOINT MESSAGE FROM THE CHAIRMAN AND GROUP CEO

Furthermore, we continued to prepare for future regulatory requirements from the Accounting and Corporate Regulatory Authority (ACRA) and Singapore Exchange Regulation (SGX RegCo) referencing standards from organisations like the IFRS and ISSB (International Financial Reporting Standards and International Sustainability Standards Board). We have proactively adopted recommended practices stemming from these requirements to meet our sustainability goals.

Our commitment to strong corporate governance and sustainability was recognised at the SIAS Investors' Choice Awards 2024, where we received the Singapore Corporate Governance Award and the Most Transparent Company Award in the Industrials category. We also won recognition in the Transportation category at the SBR National Business Awards. In addition, our Group CEO was awarded the Impact Leader Excellence Award in the individual category at the 2024 Sustainability Impact Awards.

The Next Chapter

As we embark on the next chapter of our journey, we remain committed to our sustainability goals. By proactively addressing climate-related risks and opportunities in our long-term planning, we are building a more resilient and sustainable public transport system. We look forward to continuing our journey of growth and transformation, always striving to make a positive impact on the communities we serve. Collective effort is the cornerstone of meaningful change, and we extend our gratitude to all our stakeholders – our passengers for their loyal support, our employees for their dedication and full commitment to excellence, the Land Transport Authority, our steadfast partner in our shared success, and to all our other partners, vendors, and shareholders.



LEFT

BOB TAN BENG HAI

CHAIRMAN

RIGHT

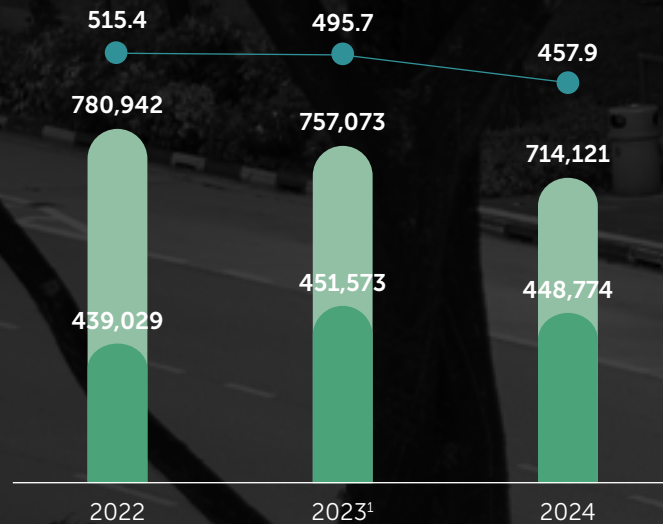
JEFFREY SIM

GROUP CHIEF EXECUTIVE OFFICER

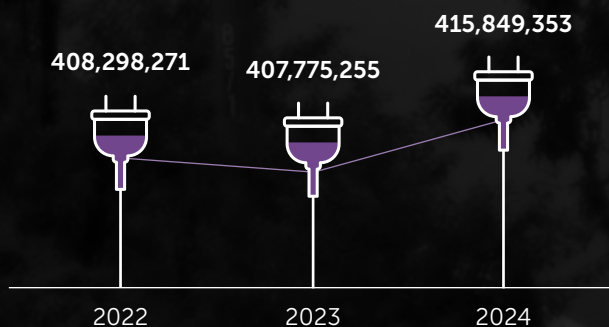
YEAR IN REVIEW

GREENHOUSE GAS EMISSIONS (tCO₂e)* AND INTENSITY (tCO₂e/\$m)

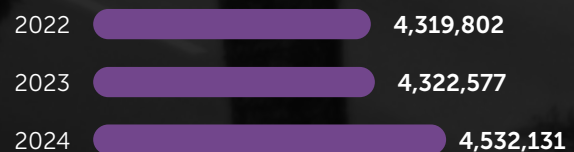
- GHG Intensity
 - Absolute Emissions
 - Scope 1 and 2 Fleet Emissions
- * Tonnes of carbon dioxide equivalent



ELECTRICITY PURCHASED FROM THE GRID (kWh)



RENEWABLE ELECTRICITY GENERATED (kWh)



DIESEL CONSUMPTION (Litres)

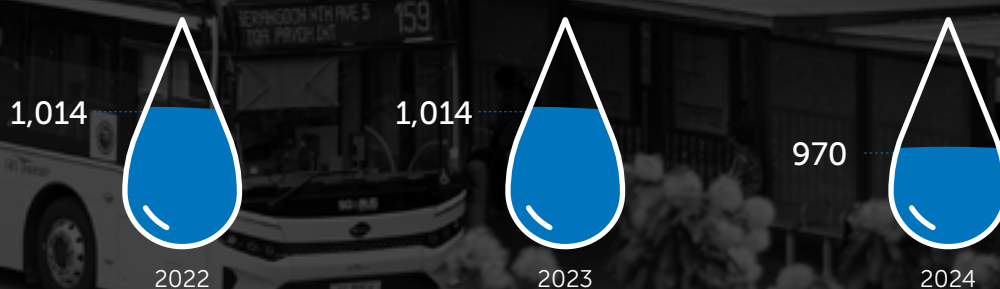


¹ 2023 Scope 1, 2 and 3 emission figures are restated following improved data collection and calculation methodologies for refrigerant consumption and waste, and updated cooling consumption emission factors.

YEAR IN REVIEW

WATER CONSUMPTION

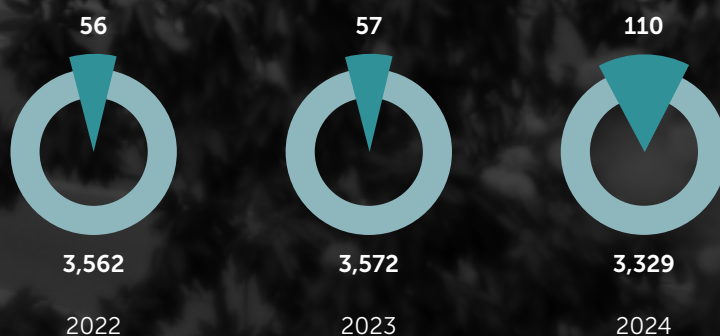
(Megalitres)



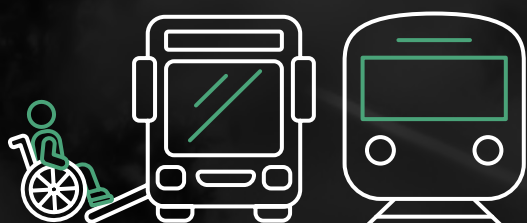
BUS FLEET



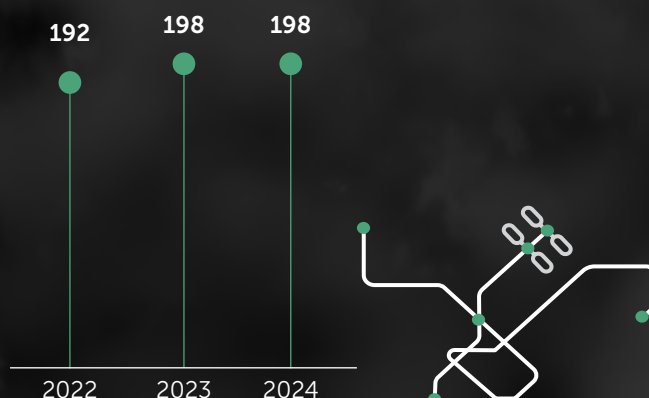
■ Diesel Buses
■ Hybrid/ Electric Buses

WHEELCHAIR
ACCESSIBILITY

100%

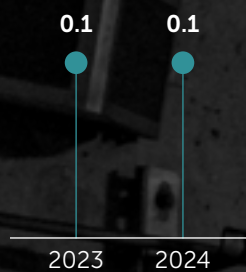


TRAIN FLEET

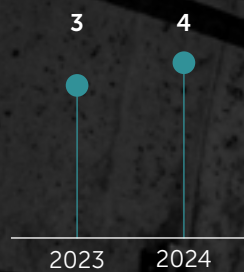


YEAR IN REVIEW

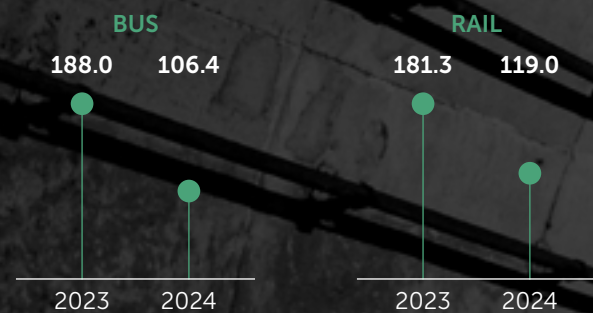
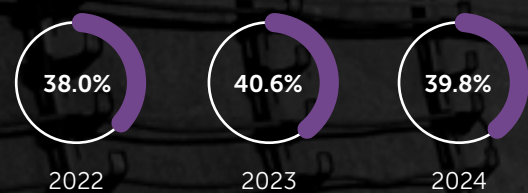
ROAD SAFETY

NUMBER OF ACCIDENTS
PER 100,000KM

ROAD FATALITIES



WORKPLACE SAFETY

WORKPLACE INJURY RATE PER 100,000
EMPLOYED PERSONSFEMALE
EMPLOYEESEMPLOYEES AGED
> 50 YEARS OLDAVERAGE TRAINING
HOURS PER EMPLOYEE86
2023140
2024

YEAR IN REVIEW

CHARITABLE
DONATIONS MADE

\$565,600



2022

\$743,547



2023

\$688,756



2024

BENEFICIARIES
IMPACTED

>9,000



NET REVENUE

**\$1,560**
million

NET PROFIT

\$70
million

AWARDS AND ACHIEVEMENTS



ENVIRONMENT

ESG BUSINESS AWARDS 2024

- Sustainable Transportation Infrastructure Award
- Industrial Energy Efficiency Award
- Mental Health Awareness Award

SINGAPORE WATERMARK AWARDS 2024

- Water Efficiency Award (Projects) for Improving the Efficiency of Automatic Bus Wash Systems

ECO OFFICE

- All premises are Eco-Office certified

ISO 14001:2015 ENVIRONMENTAL MANAGEMENT SYSTEMS

- Rail Business

ISO 50001:2018 ENERGY MANAGEMENT SYSTEMS

- Rail Business

ISO46001:2019 WATER EFFICIENCY MANAGEMENT

- Rail Business



SOCIAL

NATIONAL KINDNESS AWARD 2024

- Transport Gold Award (218 winners)
- Outstanding Award (11 winners)

ASIA PACIFIC CUSTOMER SERVICE CONSORTIUM CUSTOMER RELATIONSHIP EXCELLENCE AWARDS 2024

HR ASIA AWARDS

(BEST COMPANIES TO WORK FOR IN ASIA)

- Best Company to Work for in Asia Award – for the third consecutive year since 2022
- Diversity, Equity and Inclusion Award
- Sustainable Workplace Award
- Most Caring Company Award

GREAT PLACE TO WORK® CERTIFICATION

COMMUNITY CHEST AWARDS

- Charity Platinum Award
- Volunteer Partner Award
- Enabler Award

SG ENABLE - ENABLING MARK (GOLD)

NHB PATRON OF HERITAGE AWARDS

- Partner Award

ROADS.SG 2024 AWARDS

- Road Safety Champion Award (Company/Association) Gold Award

LTA SINGAPORE'S PUBLIC TRANSPORT SAFETY AND SECURITY AWARDS 2024

- Excellence Award for the Sengkang-Punggol LRT
- Merit Award for North-East Line
- Merit Award for PT209 Serangoon-Eunos Bus Package
- Special Commendation Award (12 winners)
- Star Award (11 winners)
- Safety Champion Award (28 winners)

WORKPLACE SAFETY AND HEALTH (WSH) AWARDS 2024

- WSH Innovation Award: Brake Caliper Lifter
- WSH Tech Award: Customised Telescopic Pole
- Safety and Health Award Recognition for Projects (SHARP): Seletar Bus Depot
- bizSAFE Partner Award
- WSH Performance (Silver) Award

2024 NATIONAL SAFETY AND SECURITY WATCH GROUP AWARD

- TOPSIS Outstanding Award

NTUC U SAFE FORUM AND AWARDS 2024

- U Safe Champion Award

BIZSAFE STAR

- Bus and Rail Business

ISO 45001:2018 OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT SYSTEMS

- Bus and Rail Business

AWARDS AND ACHIEVEMENTS



GOVERNANCE

SINGAPORE CORPORATE AWARDS 2024

- Best Investor Relations Award (Silver)

SIAS INVESTORS' CHOICE AWARDS 2024

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

SBR NATIONAL BUSINESS AWARDS

- Transportation Category

SBR MANAGEMENT EXCELLENCE AWARDS 2024

- Team of The Year

OPENGOV ASIA

- Recognition of Excellence 2024 Award

SBR TECHNOLOGY EXCELLENCE AWARD 2024

- Software – Transportation category for our Track Access Management System
- Emerging Technology – Transportation category for DriveSafe+

DATA PROTECTION TRUSTMARK - INFOCOMM MEDIA DEVELOPMENT AUTHORITY

- Bus and Rail Business

ISO22301:2019 BUSINESS CONTINUITY MANAGEMENT SYSTEM

- Bus and Rail Business

ISO 55001:2014 ASSET MANAGEMENT SYSTEM

- Bus and Rail Business

ISO 9001:2015 QUALITY MANAGEMENT SYSTEMS

- Bus and Rail Business

ISO37001:2016 ANTI BRIBERY

- Rail Business

ISO44001:2017 COLLABORATIVE BUSINESS RELATIONSHIP

- Rail Business

ISO27001:2022 INFORMATION SECURITY MANAGEMENT

- Rail Business

MEMBERSHIP OF ASSOCIATIONS

SBS Transit is affiliated with the following memberships:

- UITP (International Association of Public Transport)
- Intelligent Transportation Society (ITS) Singapore
- Singapore Human Resource Institute
- Singapore National Employers Federation
- Singapore Business Federation
- Tripartite Alliance for Fair and Progressive Employment Practices (TAFEP)
- Asian Railway Operators Association

Our approach to sustainability

As a trusted and leading public transport service provider, we are committed to delivering safe, reliable, accessible and sustainable public transportation for all commuters in Singapore. Our sustainability strategy underscores our commitment to integrating ESG principles into every facet of our operations. By focusing on our key objectives outlined within our sustainability framework, we aim to foster a company culture that prioritises environmental stewardship, inclusivity and the betterment of the communities we serve.



Board
Statement



Materiality
Assessment and
Approach



Our
Sustainability
Framework



Stakeholder
Engagement



Sustainability
and Risk
Governance

OUR APPROACH TO SUSTAINABILITY

BOARD STATEMENT

Our Stewardship Role

The Board of Directors of SBS Transit is fully committed to the company's mission – achieving excellence for our customers, employees, shareholders and community by offering sustainable bus and rail services that are safe, reliable, efficient, and accessible. In particular, we want to ensure that we achieve this sustainability through:

1. Maintaining an effective stewardship and governance system,
2. Keeping transportation safe for commuters,
3. Ensuring that our operations are environmentally conscious, and
4. Promoting the well-being of our employees.

In our quest for both growth and sustainability, the Board also ensures that the interests of all stakeholders are safeguarded.

ESG and Transformation of Public Transport Sector

The Board's further focus is to ensure that in our strategy formulation, adequate consideration is given to ESG issues. In particular, this calls for:

1. Driving Singapore's Environmental ambitions in the public transport system;
2. Reinforcing our Social responsibilities to our customers, employees, and communities;
3. Ensuring ethical and strong Governance practices.

The Board is fully aware that the biggest challenge facing the public transport sector is the transition to electric vehicles, which necessitates a thorough transformation of the company's operations. **As a public transport operator, we recognise the significant environmental impact of our current operations. We are collaborating closely with the Land Transport Authority to minimise our carbon footprint and achieve the national goal of net-zero greenhouse gas emissions by 2050. We actively support LTA's initiative to introduce greener buses and strive for our entire fleet of public buses to run on cleaner energy by 2040.** Within our organisation, we prioritise sustainability by embracing responsible consumption and production practices. The Board's Sustainability and Service Quality Committee plays an active role in driving these transformational changes and ensuring long-term organisation success.

People and Communities

With a workforce of more than 10,000 people, we prioritise the well-being of our people as well as those we serve. This includes ensuring their health and safety, with a particular focus on the vulnerable in our population. The Board has devoted considerable attention to and given its full support for management's constant efforts to improve our safety and well-being initiatives. **We are proud to see the significant improvement in our workplace injury rate, which has fallen from 186.2 per 100,000 employees to 109.5 – well below the industry average of 660.**

We also recognise our responsibility to support the socially disadvantaged within our community and strive to continually improve the accessibility and inclusivity of our operations through innovative solutions and community partnerships. We strongly support efforts to give back to the broader community, beyond our core operations.

The Board has ensured that ESG matters are integrated into our balanced scorecard, which is used to set objectives, drive behaviours, measure performance and determine remuneration. The Board's Sustainability and Service Quality Committee reviews these issues quarterly and provides guidance to the Senior Management team to execute, manage and monitor our initiatives. The material issues are raised to and approved by the Board on an annual basis.

Transparency in Sustainability Reporting

The Board has also overseen the efforts to continuously improve the transparency and accuracy of our sustainability reporting. Aided by the work of the global Taskforce for Climate-related Financial Disclosures (TCFD), the Board has considered climate-related risks and opportunities in our strategic decision-making and is committed to continual advancement in this area. We are progressing towards the climate reporting standards required by the Accounting and Corporate Regulatory Authority and Singapore Exchange Regulation. With the TCFD's incorporation into the ISSB standards in 2024, our comprehensive sustainability report takes reference from the IFRS S1 and S2 sustainability disclosure standards (IFRS S1 refers to the "General Requirements for Disclosure of Sustainability-related Financial Information" and IFRS S2 to the "Climate-related Disclosures") of the International Financial Reporting Standards Foundation or IFRS. This approach allows us to take a progressive stance on reporting, thereby reinforcing trust between SBS Transit and our stakeholders.

An Ethical Organisation

As the Board of a large organisation, we are committed to nurturing a corporate culture that encourages all our employees to act ethically and with a strong sense of mission in meeting the needs of our customers. This ensures transparent management and fair decision-making. We have in place a zero-tolerance stance on corruption, bribery and illegal activities. Additionally, we have formulated a clear and transparent whistleblowing policy and procedures. We have also enforced comprehensive policies to ensure robust cybersecurity and to safeguard personal data.

With our emphasis on strong stewardship and governance, and by continuously integrating sustainability and governance principles into our operations and embracing innovative solutions, we are confident in the company's ability to create lasting positive impact on both society and the environment and lasting value for our stakeholders.

OUR APPROACH TO SUSTAINABILITY

MATERIALITY ASSESSMENT AND APPROACH

MATERIALITY ASSESSMENT AND APPROACH

This year, we have undertaken a refresh of our materiality assessment to validate relevant material topics, based on the latest business landscape and our impact on people, environment and economy. The exercise builds on our previous materiality exercise, allowing us to reassess the significance of our key material topics identified following the GRI 2021 guidelines. The material topics identified (see table below) signal the areas where our business has the most significant impact, hence providing the overall direction of our sustainability practices.

Overall, our material topics have not changed, as there were no significant changes within our operational landscape since the last reporting cycle. However, based on peer analysis and feedback from our internal stakeholders, we have identified the topics "Responsible Supply Chain and Partnership" and "R&D, Technology and Innovation" as standalone material topics rather than reported as sub-topics. This further highlights the impact of our business in these areas and would enable greater clarity and transparency moving forward.

PILLAR	KEY MATERIAL TOPICS
ENVIRONMENTAL Driving Singapore's low-carbon ambition through environmental stewardship 	Emissions and Energy Resource Efficiency - Water efficiency - Waste management and circularity Sustainability Transition - Climate change mitigation and adaptation - Sustainability engagement
SOCIAL Reinforcing our social responsibility to our customers, employees and communities 	Customer Experience - Service quality - Accessibility and inclusion Safety and Health - Customer safety and health - Employee and contractor safety and health Employee Care - Well-being and work-life harmony - Diversity, equal opportunity, human rights and fair labour - Employee training, upskilling and development Social Economic Contribution
GOVERNANCE Ensuring ethical business and strong governance practices 	Business Integrity and Corporate Governance - Regulatory and compliance, anti-bribery and anti-corruption - Risk management and transparency Responsible Supply Chain and Partnership R&D, Technology and Innovation Cybersecurity, Data Governance and Privacy Asset Protection and Security

OUR APPROACH TO SUSTAINABILITY

OUR SUSTAINABILITY FRAMEWORK

Our sustainability framework is designed and constructed with our identified material topics in mind and mapped with reference to the current United Nations Sustainability Development Goals (UN SDGs). We support achieving 10 of the 17 SDGs with established targets and commitments to implement initiatives and measures outlined within our three key pillars as set out below:

Driving Singapore's low-carbon ambition through environmental stewardship



Reinforcing our social responsibilities to our customers, employees, and communities



Ensuring ethical business and strong governance practices



We recognise the importance of early identification of sustainability-related risks and opportunities to evaluate our sustainability strategies and identify areas for improvement. Through the scenario analysis conducted, we explored the direct and indirect climate-related risks and opportunities that would affect our operations and our value chain. We then dedicated ourselves to effectively managing and adapting to these climate-related risks to prepare for potential disruptions. We continue to monitor and identify any other relevant sustainability-related risks and opportunities and address them accordingly and in alignment with our sustainability strategy.

OUR APPROACH TO SUSTAINABILITY

OUR SUSTAINABILITY FRAMEWORK

Our sustainability targets and how they contribute to the UN SDGs

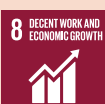
Overall, SBS Transit is progressing well towards achieving our targets set for the short, medium, and long-term. We have been particularly successful in meeting our social and governance targets. As for the environment, we face some challenges in meeting our short-term targets while continuing to grow our public transport network.

We remain optimistic about our long-term environmental targets, as we continue partnering with LTA on various environmental initiatives.

	MATERIAL TOPICS	SHORT-TERM TARGETS (2025-2030) MEDIUM-TERM TARGETS (2030-2050) LONG-TERM TARGETS (2050 AND BEYOND)	2024 PERFORMANCE
DRIVING SINGAPORE'S LOW-CARBON AMBITION THROUGH ENVIRONMENTAL STEWARDSHIP UN SDGs supported:   	Emissions and Energy	Short-Term: - Reduce energy consumption by 15% from 2019 baseline - Reduce scope 1 and 2 fleet emissions by 25% from 2022 baseline - Increase Solar PV capacity to 7 MWp by 2030 Medium-Term: - Reduce energy consumption by 20% from 2019 baseline - Reduce scope 1 and 2 fleet emissions down by 50% from 2022 baseline - Increase Solar PV capacity to 10 MWp by 2030 Long-Term: - Reduce energy consumption by 25% from 2019 baseline - Increase Solar PV capacity to 15 MWp by 2030 - Maintain net-zero operations beyond 2050	↓ Energy consumption reduced by 8.7% from 2019 baseline ↑ Scope 1 and 2 fleet emissions increased by 2.2% from 2022 baseline ↑ Solar PV capacity increased by 21% from 4.28 MWp to 5.18 MWp ↓ Absolute Emissions reduced to 714,121 tCO ₂ e
	Resource Efficiency	Short-Term: - Reduce water consumption by 15% from 2019 baseline - Reduce annual general waste ratio to 25% - All office buildings to be Eco-office certified Medium-Term: - Reduce water consumption by 17% from 2019 baseline - Reduce annual general waste ratio to 22% - All office buildings to be Eco-office certified Long-Term: - Reduce water consumption by 20% from 2019 baseline - Reduce annual general waste ratio to 20% - All office buildings to be Eco-office certified	↓ Water consumption reduced by 17.1% from 2019 baseline • Annual general waste ratio: 44.3% • Maintained Eco-office certification for all offices
	Sustainable Transition	Short-Term: - Achieve 50% electric bus fleet - Achieve 35% electric utility vehicle - Promote green corporate culture internally and community through education and engagement events Medium-Term: - Achieve 100% cleaner energy bus fleet - Achieve 100% electric utility vehicle fleet - Promote green corporate culture internally and community through education and engagement events Long-Term: - Maintain 100% cleaner energy bus fleet - Maintain 100% electric utility vehicle fleet - Promote green corporate culture internally and community through education and engagement events	• Achieved 3.3% cleaner energy bus fleet • Achieved 4.8% electric utility vehicles • Conducted five staff and two community sustainability engagement initiatives

OUR APPROACH TO SUSTAINABILITY

OUR SUSTAINABILITY FRAMEWORK

	MATERIAL TOPICS	SHORT-TERM TARGETS (2025-2030) MEDIUM-TERM TARGETS (2030-2050) LONG-TERM TARGETS (2050 AND BEYOND)	2024 PERFORMANCE
REINFORCING OUR SOCIAL RESPONSIBILITIES TO OUR CUSTOMERS, EMPLOYEES, AND COMMUNITIES UN SDGs supported:     	Customer Experience	- Deliver high level customer service - Make continuous improvements in mobility and inclusive accessibility for all communities, especially the vulnerable	- Compliment to valid complaint ratio to 11.7 - CARES Training: 7,518 trained staff to-date - Launched new initiatives like: Find Your Way, Experiential Learning and the School-Friendly Public Bus
	Safety and Health	- Achieve zero fatalities - Achieve injury rates below national averages for our industry	↑ 4 fatalities (1 not-at-fault) ↓ Reduced our workplace injury rate from 186.2 to 109.5 per 100,000 employees, exceeding the industry average of 660
	Employee Care	- Invest in education and training opportunities to develop our employees to achieve 40 training hours per employee - Employ 100 of persons with disabilities by 2030 - Uphold diversity representation in the workplace in terms of gender, race, ability and age amongst other backgrounds where possible and applicable - Maintain as a signatory to TAFEP	↑ Increased training hours from 86 to 140 hours ↑ Increased PWDs employed from 26 to 36 • 9.4% female employee population • 39.8% employees aged 50 years and above • Launched new mobile app (ThoughtFull), to support employee well-being, including expanded mental health support and free counselling • Shared productivity gains with workforce • Paid out performance, reliability and safety incentives • Remained a signatory to TAFEP
	Social Economic Contribution	Demonstrate commitment to contribute to the local community	- Donated \$688,756 to charitable causes - Over 9,000 beneficiaries impacted through our community outreach

OUR APPROACH TO SUSTAINABILITY

OUR SUSTAINABILITY FRAMEWORK

	MATERIAL TOPICS	SHORT-TERM TARGETS (2025-2030) MEDIUM-TERM TARGETS (2030-2050) LONG-TERM TARGETS (2050 AND BEYOND)	2024 PERFORMANCE
ENSURING ETHICAL BUSINESS AND STRONG GOVERNANCE PRACTICES UN SDGs supported:   	Business Integrity and Corporate Governance	- Maintain zero cases of corruption and fraud - Maintain zero cases of non-compliance to anti-competitive behaviour, and bribery - Maintain high standards of transparency, accountability, ethics, and integrity across our operations 100% of employees to undergo mandatory anti-corruption training by 2030	- Zero incidents of corruption and fraud - Zero incidents of non-compliance to anti-competitive behaviour and bribery - All employees completed anti-corruption training
	Responsible Supply Chain and Partnership	- Ensure high standards of transparency, accountability, ethics, and integrity across our supply chain and partners - Achieve zero supplier incidents of social or environmental non-compliance occurring within SBS Transit's premises or operations	- Engaged 1,363 suppliers, including 130 new additions 97.9% of suppliers underwent screening based on environmental and social criteria, up from 96.5% in 2023 - Achieve zero supplier incidents of social or environmental non-compliance occurring within our premises or operations
	R&D, Technology and Innovation	- Invest in new technologies to benefit the industry and communities - Drive innovation and change initiatives	Signed 35 new Memorandums of Understanding for technologies and innovation
	Cybersecurity and Data Protection	- Achieve zero reportable cybersecurity breaches - Achieve zero reportable personal data breaches - Consistently enhancing our cybersecurity, data protection, and privacy measures	- Zero incidents of reportable breaches - Zero incidents of reportable personal data breaches
	Asset Protection and Safety	- Comply with all audit requirements on asset maintenance - Ensure only authorised entry at depots	- Passed all audits and complied with the requirements - No cases of intrusion

Our targets are regularly reviewed, especially when we identify significant changes in our operating environment, to ensure they remain relevant and ambitious. During the exercise, the Risk and Sustainability department conducts a review of all our sustainability targets, supported by external consultants, by investigating any new or updated standards or legislation, as well as considering industry developments. Any improvements to the targets identified during the process will be raised to the Sustainability and Service Quality Committee and Board accordingly for approval before implementation.

Our next target review exercise will be conducted in 2025, during which we will assess the alignment of our fleet greening targets with the LTA's transition plans. Our targets are regularly communicated across our operations and reflected in relevant performance scorecards to ensure timely measurement and tracking of performance.

OUR APPROACH TO SUSTAINABILITY

STAKEHOLDER ENGAGEMENT

Creating long-term, sustainable value for our stakeholders, who are at the core of our business, drives our sustainability approach. We identify our stakeholders through our risk management process, including regulators, customers, shareholders, employees, and business partners. To foster trust and integrity, we engage with them regularly. The feedback and insights gathered from these sessions are recorded and carefully considered in our sustainability strategy. The list of identified stakeholders and their priorities is shown below, with further details on our engagement efforts and responses outlined in Appendix 4.

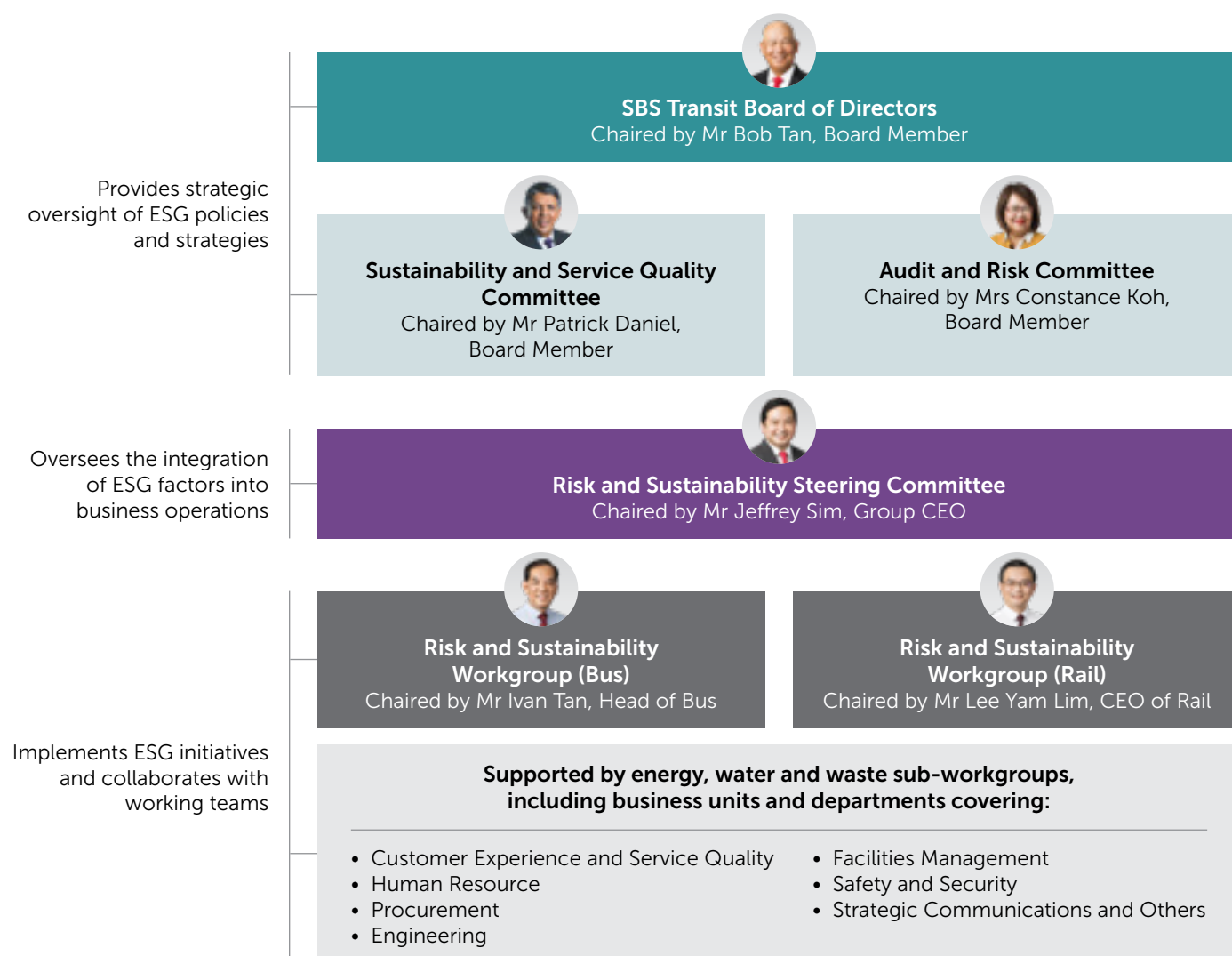
STAKEHOLDERS	STAKEHOLDER PRIORITIES
AUTHORITIES 	• Operational performance: Deliver operational excellence • Safety and reliability: Safe and secure transport for all; service reliability and recovery • Security: Protection of assets • Accessibility: Inclusive and accessible public transport environment • Emissions: Reduction of carbon footprint
CUSTOMERS 	• Reliability: Dependable transportation services • Service experience: High standards of customer service quality • Security: Protection of people
EMPLOYEES 	• Training: Essential skills and knowledge • Performance appraisal and remuneration: Fair performance appraisal systems, and fair compensation and reward structures • Well-being: Healthy and supportive work environments • Morale and employee engagement: Enhancing morale through recognition and personal growth
SHAREHOLDERS 	• Stewardship and governance: Good oversight by the board • Business performance: Productivity and cost efficiency, profitability and dividend payments • Risk management: Identification and mitigation of workplace, operational and climate risks • Communication: Provision of timely and accurate business updates
PARTNER/SUPPLIERS 	• Opportunity: Equal access to business opportunities • Collaboration: Strategic and integrated partnerships • Payment: Timely and fair payment for goods supplied or services provided
UNION 	• Job roles: Design of jobs; alignment of roles with skills and staff aspirations • Use of Technology: Provision of the right tools and latest technology for the job; Nurturing future-ready employees • Compensation and rewards: Recognition of performance with appropriate incentives; Competitive and equitable packages • Employee grievances: Avenues for staff to surface grievances; Concerns addressed promptly and fairly by management • Workplace 'hygiene': Provision of a supportive work environment that caters to employee well-being
COMMUNITIES 	• Sustainable Operations: Minimise environmental impact through sustainable practices • Connectivity: Provide accessible and reliable public transport that connects everyone • Community Development: Engage in community development initiatives

OUR APPROACH TO SUSTAINABILITY

GOVERNANCE OF SUSTAINABILITY AND RISK MANAGEMENT

Strategic stewardship, in particular our organisational set-up at both the board and senior management levels, plays a crucial role in the progress and success of our sustainability initiatives.

The Board of Directors is led by our Chairman Mr Bob Tan, who oversees sustainability efforts advocated by our Board-level Audit and Risk Committee (ARC) and Sustainability and Service Quality Committee (SSQC). The current structure is depicted in the chart below.



OUR APPROACH TO SUSTAINABILITY

GOVERNANCE OF SUSTAINABILITY AND RISK MANAGEMENT

Board-level Sustainability and Service Quality Committee

The company's sustainability strategy undergoes quarterly reviews by the SSQC, chaired by Board Director Mr Patrick Daniel. The SSQC's focus is to ensure that our sustainability initiatives make a significant positive impact on the company's cost efficiency and long-term profitability. Board members and the SSQC exercise independent judgement, keeping in mind always the best interests of the company and our stakeholders.

Our SSQC deliberates on ESG matters in a detailed and systematic manner, focusing on the major decision areas – from overall strategy and management of sustainability-related risks and opportunities to target-setting and review of the company's operational performance against the targets set. The SSQC leverages on internal tools and processes – such as data collection systems, key risk indicators, and progress meetings to address any specific items that may arise, and to facilitate decision making regarding the management of sustainability-related risks and opportunities. This approach allows us to focus our efforts on areas assessed to be of higher impact, while addressing longer term solutions over time. To ensure effective management of our material topics, the SSQC also does a full annual review to stay up to date with latest industry standards.

In addition, the SSQC serves as a sounding board for the Senior Management team and provides guidance in steering SBS Transit's sustainability ambitions. The SSQC Chairman regularly highlights the committee's key decisions to the Board for review and endorsement.

To build Board capability on ESG and sustainable development, all board members attended the "Environmental, Social and Governance Essentials" training conducted by the Singapore Institute of Directors as a foundation for board directors to drive sustainability compliance and integrate ESG factors into the company's business strategy. This course covered topics such as sustainable corporate governance, TCFD disclosures and SGX Listing rules. This ensured that SBS Transit's board members are cognisant of the role they play in driving sustainability throughout the organisation.

Board-level Audit and Risk Committee

The Board's Audit and Risk Committee, chaired by Board director Mrs Constance Koh, has formulated SBS Transit's Risk Management Framework to provide a systematic process to identify, manage, and review the risks involved in our business operations. SBS Transit is committed to enhance shareholder value through sustainable growth while managing our business risks.

SBS Transit's approach to risk management is governed by several key principles:

- **Ensuring a continuous, proactive and iterative risk management process:** Due to the dynamic nature of SBS Transit's operating environment, risk identification and assessment, as well as risk management measures, are reviewed and updated regularly.
- **Promotion of risk awareness among all employees:** Risk management processes are embedded into daily business operations and the appropriate tone is set at the top of the organisation. Regular exercises, continuous education and training, as well as communications through various forums on risk management, are carried out to instil a sustained risk-centric culture within SBS Transit.
- **Ensuring accountability for the risk management process:** Clearly defined tasks and ownership structures have been established within the risk management process. Managers at each level take ownership of risk management, with stewardship provided by Senior Management.

Senior Management Risk and Sustainability Steering Committee, and Workgroup

At the management level, Group CEO, Mr Jeffrey Sim, chairs the Risk and Sustainability Steering Committee (RSSC), comprising eight key members of our Senior Management team. Key risks, including ESG and climate-related risks, are identified and presented half-yearly to the Board and its Audit and Risk Committee. The RSSC provides direction to designated workgroups on material sustainability issues. This includes accounting for the impact of initiatives on climate-related risks and opportunities.

The Head of Bus, Mr Ivan Tan, and the CEO of Rail, Mr Lee Yam Lim, front SBS Transit's Bus and Rail Risk and Sustainability Workgroups respectively. Each Risk and Sustainability Workgroup convenes quarterly to analyse current performance and consumption patterns and discuss new solutions to sustainability-related issues that impact operations and business development. These heads are responsible for monitoring and analysing trends and proposing recommendations for improvement to the RSSC.

Within the workgroups, pillar heads have been appointed for the Energy, Water and Waste pillars to spearhead execution of pillar projects across the business. In addition, issue owners are held accountable by the pillar heads to track and share relevant external developments, and to deliver the desired goals for each pillar. The company's dedicated Risk and Sustainability department provides secretariat support to the four mentioned committees.

Driving Singapore's low-carbon ambition through environmental stewardship

As Singapore's trusted transport provider, we are aligning our efforts with LTA's Land Transport Master Plan to achieve a greener future and net-zero emissions by 2050.



Emissions
and Energy



Resource
Efficiency



Sustainable
Transition

DRIVING SINGAPORE'S LOW-CARBON AMBITION THROUGH ENVIRONMENTAL STEWARDSHIP

EMISSIONS AND ENERGY

Emissions and Energy

Driving fuel and energy efficiency through innovation and the integration of best practices in our operations. We are committed to aligning with IFRS S2 as part of our sustainable transition

Singapore has made climate commitments through its second Nationally Determined Contribution, which was submitted to the United Nations Framework Convention on Climate Change in February 2025. Singapore has committed to a reduction of emissions to between 45 and 50 million tonnes of carbon dioxide equivalent (MtCO₂e) in 2035 en route to net-zero by 2050.

As a leading transportation provider, we recognize our role in supporting Singapore's transition to a low-carbon economy by reducing peak land transport emissions by 80% from 2016 levels by 2050. We also align with LTA's targets and aim to have 100% of our buses running on cleaner energy by 2040. Additionally as a subsidiary of ComfortDelGro, we are aligned with ComfortDelGro's commitment to the Science Based Targets Initiative (SBTi), focusing on sector-specific decarbonisation pathways in line with trajectories that lead to a global warming temperature increase of less than 1.5°C.

We are dedicated to minimising our environmental impact by using energy responsibly and efficiently. To achieve this, we focus on high-consumption areas and implement tailored practices, including the integration of green and renewable energy sources and energy-saving designs and equipment. We analyse energy consumption patterns closely and conduct quarterly reviews of our conservation plans, in compliance with all legal energy management requirements. SBS Transit's Bus and Rail Energy Efficiency Workgroups leads energy consumption initiatives in line with climate commitments, meeting regularly to track performance and progress of energy-saving measures. They focus on improving efficiency and reducing wastage in key areas like air conditioning in our premises and train traction energy consumption, which comprise over half of our energy use. We keep our stakeholders updated on our ongoing initiatives through quarterly briefings, email notifications, and monthly reports on energy performance trends.



DRIVING SINGAPORE'S LOW-CARBON AMBITION THROUGH ENVIRONMENTAL STEWARDSHIP

EMISSIONS AND ENERGY

ENERGY EFFICIENCY OF OUR PUBLIC TRANSPORT OPERATIONS

Improving Fuel Efficiency

To optimise fuel consumption and minimise our environmental footprint, we strategically prioritise efficiency. This includes meticulous bus schedule optimisation, actively promoting fuel-efficient driving through our telematics system, and deploying buses based on fuel economy. We also continuously explore innovative technologies and have embarked on trials with partners, to further enhance fuel efficiency within our fleet.

Cleaner Energy Bus Fleet Expansion

In 2024, we expanded our cleaner energy bus fleet to 110, up from 57 in 2023. This growth is supported by the newly commissioned Sengkang West Bus Depot, a first-of-its-kind multi-storey facility equipped with 240 EV chargers for large-scale e-bus deployment. To ensure a smooth transition, we have forged strategic partnerships with industry leaders, focusing on battery management and recycling. Coupled with extensive technician training in high-voltage systems, this positions us to operate Singapore's largest electric bus fleet in 2025. Demonstrating our proactive approach, we continue to strengthen our technical and operational capabilities for a sustainable electric transformation.

Optimised Timetable for Energy Savings

During the LTA-UITP Singapore International Transport Congress and Exhibition, we took a significant step towards sustainability by signing a Letter of Intent with Alstom to deploy its AI-driven Optimised Timetable for Energy Savings (OTES) software on NEL. This innovative solution is designed to optimise train schedules, allowing us to utilise the kinetic energy generated by decelerating trains to power those that are accelerating.

Similarly, the trial of Controlguide AIRO, an AI-based system to enhance passenger experience through demand-driven train timetables, is still in progress on DTL. By implementing these technologies, we aim to enhance energy efficiency and make substantial reductions in our carbon footprint, aligning with our commitment to sustainable transportation.

ENERGY EFFICIENCY AT OUR PREMISES

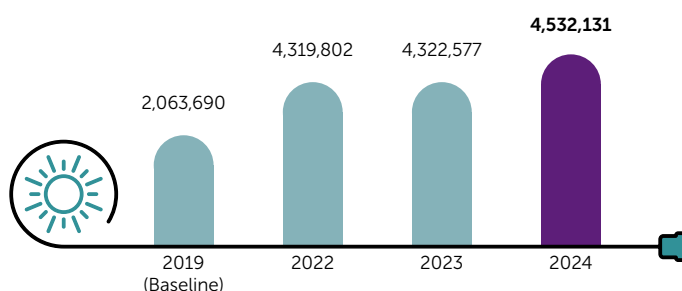
As the pursuit of achieving net-zero emissions intensifies and energy costs continue to escalate, we maintain a close and vigilant oversight of all aspects of energy usage while striving for optimisation. This year, we installed more than 90 smart meters with occupancy and temperature sensors at seven sites, aiming to reduce energy consumption at these installed premises by 4%, through the optimisation of air conditioning. These meters and sensors allow us to track our consumption levels through an AI dashboard. Besides working with LTA on asset replacement for aging equipment and using new technologies to optimise existing ones, we are also exploring the use of hybrid cooling systems. This approach is expected to optimise the cooling systems on our premises and decrease our dependence on energy-intensive mechanical systems.

Solar Energy Generation

To enhance our commitment to energy efficiency, SBS Transit has further developed its existing solar energy projects, targeting to achieve a solar PV capacity of 7MWp by 2030 to reduce reliance on traditional energy sources, such as grid electricity from non-renewable sources.

In December 2024, we completed installations of new solar panels at four locations, namely Harbourfront Interchange, Kampong Bahru Terminal, Shenton Way Terminal, and Ulu Pandan Depot. These efforts increased our solar generation capacity by 21% compared to 2023, contributing to our net-zero energy building goals. Surplus energy produced from our solar installations is channeled to the grid, thereby contributing to Singapore's renewable energy consumption.

Solar Generated (kWh)



Heat-Reflective Paint for Building Cooling Trials

As part of ongoing efforts to reduce urban heat and improve energy efficiency, a project was undertaken to coat our building facade with heat-reflective paint. The paint contains pigment that reflects solar heat, minimising building heat absorption and reducing the need for air-conditioning to maintain a comfortable indoor temperature. The coating proved effective, lowering the thermal profile of the walls by 1.9°C, which helps lower energy consumption, contributing to greater efficiency and sustainability.

This initiative aligns with broader nationwide efforts to mitigate the urban heat island effect.

DRIVING SINGAPORE'S LOW-CARBON AMBITION THROUGH ENVIRONMENTAL STEWARDSHIP

EMISSIONS AND ENERGY

Our 2024 Performance and Looking Forward

In 2024, our gross Scope 1 emissions decreased by 0.6%, while our gross Scope 2 emissions increased by 3.1% compared to our 2022 baseline figures. The slight decrease in our Scope 1 emissions is likely attributable to the reduction in fuel consumption due to the smaller fleet size with the expiry of the Jurong West bus package in September. However, the improvement in data integrity from our revised data collection and calculation methodologies likely led to the increase in our Scope 2 emissions.

In this reporting year, SBS Transit reviewed the Scope 3 categories, covering indirect emissions, that were screened in the previous reporting year. With improvements in our data collection process, we were able to refine our Scope 3 reporting and calculated emissions for previously screened Category 4 (Upstream transportation and distribution) and Category 7 (Employee commute).

We have reviewed the applicability of the Scope 3 categories reported previously and the identified categories that were deemed most relevant remain unchanged (see Scope 3 indirect emissions profile below). The detailed emissions calculations for these applicable Scope 3 categories were then performed based on the requirements outlined within the GHG Protocol.

With the improvements in data collection, as well as use of most recent updated emission factors, we have seen a decrease in our Scope 3 emissions by 32.0% from our 2022 baseline figures. This substantial decline is mainly due to the

use of the latest US EPA emissions factors for our Scope 3 Category 1 and 2 emissions, and the latest DEFRA emissions factors for our Category 5 and 12 emissions, which have decreased from the previous year.

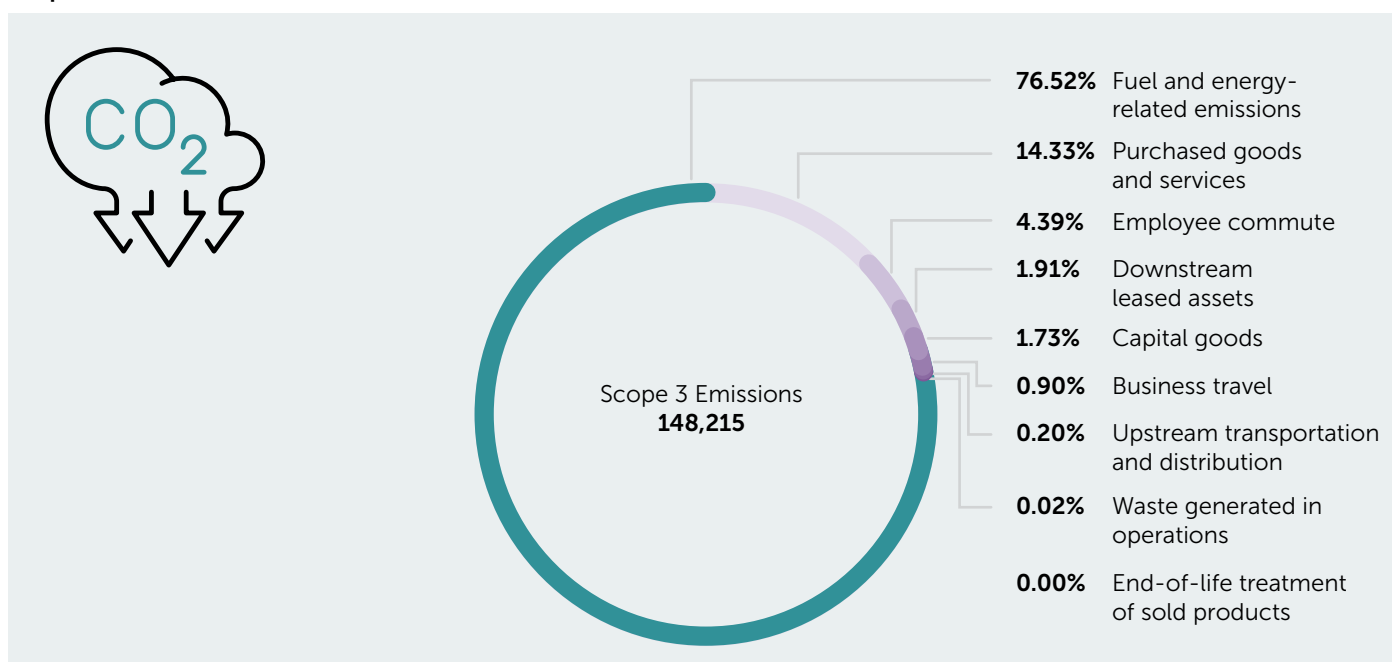
Our energy and emissions target remains consistent from the previous year, and we continue to strive towards a 25% absolute reduction in Scope 1 and 2 fleet emissions by 2030².

In 2024, our total Scope 1 and 2 fleet emissions was 2.22% higher than our 2022 baseline figures, despite operating at a lower capacity. This is largely due to the improvements in information availability and additional data points captured in the measurement of emissions over the past two years.

To achieve our 2030 fleet emissions target, we look to continue our adoption of clean vehicles, as well as investing in energy efficient fittings and practices within our premises. Additionally, we are actively pursuing technologies to optimise fuel usage across our vehicular fleet. To further enhance our commitment to energy efficiency, SBS Transit plans to expand its solar energy projects, progressively scaling up generation capacity to meet our full operational needs and reduce reliance on traditional, non-renewable energy sources.

As we progress toward low-carbon transportation solutions and work to decrease our carbon emissions, we are exploring the possibility of using carbon credits to offset any remaining emissions. Furthermore, we will look into implementing an internal carbon price to help manage our carbon emissions. Both initiatives will be aligned with the actions of our parent company, ComfortDelGiro.

Scope 3 Indirect Emissions Profile



² The type of greenhouse gases considered in our emissions targets are units of kilograms of CO₂e equivalents of CO₂ equivalents of carbon dioxide (CO₂), methane (CH₄), nitrous oxide (N₂O), hydrofluorocarbons (HFCs), perfluorocarbons (PFCs), sulphur hexafluoride SF₆ and nitrogen trifluoride NF₃, based on the UK Government GHG Conversion Factors for Company Reporting.

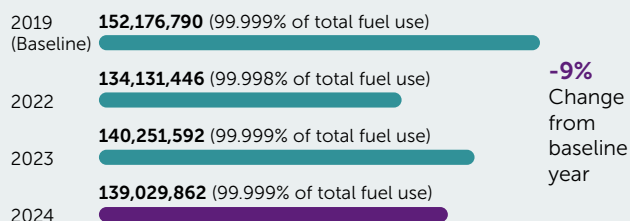
DRIVING SINGAPORE'S LOW-CARBON AMBITION THROUGH ENVIRONMENTAL STEWARDSHIP

EMISSIONS AND ENERGY

TR-RO-11A.3, TR0401-03: TOTAL FUEL CONSUMED

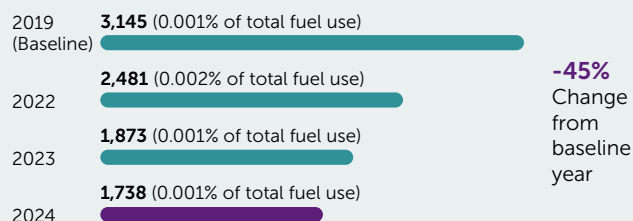
Non-Renewable Fuels (Diesel)

(Litres)



Non-Renewable Fuels (Petrol)

(Litres)



GRI 302-1: ELECTRICITY CONSUMPTION, GRI 302-2 ENERGY CONSUMPTION OUTSIDE THE ORGANISATION

Electricity Purchased used within the organisation

(kWh)



Electricity Purchased used outside the organisation

(kWh)



Renewable Electricity Consumed³

(kWh)



Cooling Consumption

(kWh)

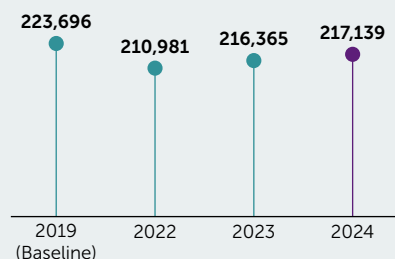


GRI 302-1: ELECTRICITY SOLD

Electricity Sold

(kWh)

-3% Change from baseline year

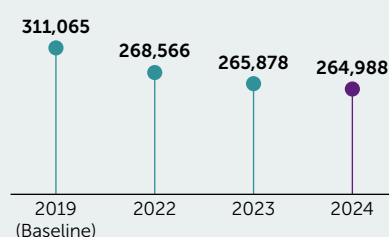


GRI 302-3: ENERGY INTENSITY⁴

Total Electricity Intensity used within the organisation

(kWh/\$\$M Revenue)

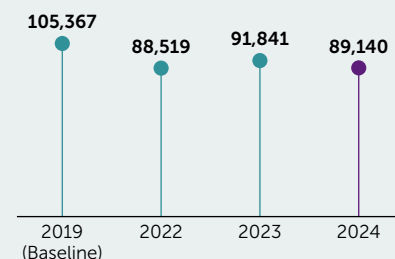
-15% Change from baseline year



Total Fuel Intensity

(Litres/\$\$M Revenue)

-15% Change from baseline year



All types of energy within the organisation have been factored into the calculation of the intensity ratios presented.

³ All reported renewable electricity consumed was generated on-site in SBS Transit's premises as solar energy.

⁴ The revenue used for all our intensity ratios are S\$1,559.73 million for the financial year of 2024.

DRIVING SINGAPORE'S LOW-CARBON AMBITION THROUGH ENVIRONMENTAL STEWARDSHIP

EMISSIONS AND ENERGY

GRI 305-1: DIRECT (SCOPE 1) GHG EMISSIONS⁵

GRI 305-2: ENERGY INDIRECT (SCOPE 2) GHG EMISSIONS

GRI 305-3: OTHER INDIRECT (SCOPE 3) GHG EMISSIONS⁶

Scope 1 (Direct Emissions)

GHG Emissions (tCO₂e)

2022 **397,731** (51% of total emissions)
(Baseline)

2023⁷ **405,087** (54% of total emissions)

2024 **395,535** (55% of total emissions)

Scope 1 includes CO₂, CH₄ and N₂

Scope 2 (Indirect Emissions from Electricity)

GHG Emissions (tCO₂e)

2022 **165,229** (21% of total emissions)
(Baseline)

2023⁷ **168,706** (22% of total emissions)

2024 **170,370** (24% of total emissions)

Scope 3 (Indirect Emissions)

GHG Emissions (tCO₂e)

2022 **217,982** (28% of total emissions)
(Baseline)

2023⁷ **183,280** (24% of total emissions)

2024 **148,215** (21% of total emissions)

Scope 3 Category	Screened or Calculated	Methodology	Total Emissions (tCO ₂ e)
Category 1: Purchased goods and services	Calculated	GHG Protocol: Spend-based method	21,246
Category 2: Capital goods	Calculated	GHG Protocol: Spend-based method	2,562
Category 3: Fuel- and energy-related activities not included in Scope 1 and Scope 2	Calculated	GHG Protocol: Average-data method	113,413
Category 4: Upstream transportation and distribution	Calculated	GHG Protocol: Spend-based method	296
Category 5: Waste generated in operations	Calculated	GHG Protocol: Waste-type specific method	31
Category 6: Business travel	Calculated	GHG Protocol: Distance-based method	1,332
Category 7: Employee commute	Calculated	GHG Protocol: Distance-based method: Based on average emission factors estimated through a representative sample from the data collected through an employee commute survey which is then applied to SBS Transit's employee headcount	6,508
Category 12: End-of-life treatment of sold products	Calculated	GHG Protocol: Waste-type specific method	0
Category 13: Downstream leased	Calculated	GHG Protocol: Asset-specific method (buildings) and Lessee-specific method (vehicles)	2,827

GRI 305-4: GHG EMISSIONS INTENSITY

Scope 1, 2 and 3 Emissions Intensity

(tCO₂e/\$\$M Revenue)

2022	371.5	143.9	515.4
2023	375.7	120.0	495.7
2024	362.8	95.0	457.9

■ Scope 1 and 2 ■ Scope 3

Total
(Scope 1, 2 and 3)



⁵ All GHG emissions calculations were completed using the operational control approach in accordance with the GHG Protocol. Our emissions were calculated using a mix of US EPA, DEFRA 2024, and the Singapore Emissions Factor Registry, where applicable.

⁶ All GHG emissions are calculated in carbon equivalent (CO₂e), and this also includes all appropriate GHG such as methane (CH₄) and nitrous oxide (N₂O).

⁷ 2023 Scope 1, 2 and 3 emission figures are restated following improved data collection and calculation methodologies for refrigerant consumption and waste, and updated cooling consumption emission factors.

DRIVING SINGAPORE'S LOW-CARBON AMBITION THROUGH ENVIRONMENTAL STEWARDSHIP

RESOURCE EFFICIENCY

Resource Efficiency

Conserving resources through sustainable water and waste management practices

We are dedicated to managing and mitigating the environmental impacts of consumption within our operations and facilities by implementing water conservation and waste reduction strategies. We consistently monitor and report on our water usage and waste generated across all assets and premises, and we actively explore potential initiatives and measures to enhance our performance in these areas.

WATER

We recognise the critical importance of freshwater as a finite and essential natural resource and understand the urgent need to maintain its accessibility. Water is extensively used in our daily operations such as vehicle and premises cleaning, operating sanitary facilities and supporting chilled water systems for air-conditioning. The water supply at our facilities is sourced from the Public Utilities Board (PUB) of Singapore and NEWater.

To ensure the sustainability of water as a vital resource, we are committed to intensifying water conservation efforts through the implementation of effective management and usage optimisation strategies, as guided by our Water Policy. This includes the installation of water-efficient taps and fittings at all locations that meet at least two ticks under the Water Efficiency Labelling Scheme. Our Water Management Workgroup regularly tracks and analyse consumption patterns to identify trends and areas for improvement, and manages water usage across our operations through water conservation and recycling initiatives. We strive to continuously refine our practices to enhance the efficiency of our water usage. Additionally, we ensure that all wastewater generated is properly treated before discharging to the public drainage system. We continue to engage our stakeholders on responsible water consumption to achieve our sustainability objectives.

Enhancing Water Efficiency

In 2023, we focused on enhancing water efficiency across our network. A key achievement was the optimisation of track and tunnel washing schedules on NEL, resulting in significant water savings. Building on this success, we expanded this initiative to DTL in 2024, saving 4.5 megalitres of water and achieving an 86.7% decrease in consumption across both lines. Furthermore, recognising the increasing demand for air-conditioning due to rising temperatures, we successfully implemented the recycling of condensate from Air Handling Units at 13 NEL stations. This innovative approach effectively collects and reuses condensate in the supply line, saving 35.4 megalitres of water, representing a 17.9% reduction in water consumption. These initiatives not only demonstrate our commitment to environmental sustainability but also contribute significantly to Singapore's national water conservation efforts.

DRIVING SINGAPORE'S LOW-CARBON AMBITION THROUGH ENVIRONMENTAL STEWARDSHIP

RESOURCE EFFICIENCY

Optimising Automatic Bus Wash Systems for Water Sustainability

Water is primarily used for vehicle cleaning within our operations. To optimise this process, all our depots are equipped with Automatic Bus Wash Systems (ABWS). These systems not only enhance efficiency but also incorporate water recycling capabilities. To further reduce water consumption, our Water Workgroup conducted a study to identify areas for improvement in the ABWS. This led to several key enhancements at Ulu Pandan Depot and Seletar Depot, including installing additional pumps to increase the volume of captured recycled water and upgrading nozzles to lower flow rates and increase water pressure during the final rinse, improving efficiency. These improvements resulted in a significant water consumption reduction of up to 58%, earning us the prestigious Water Efficiency Awards (Projects) 2024 from PUB.



Mr Baey Yam Keng, Senior Parliamentary Secretary, Ministry of Sustainability and the Environment (left) presented the Water Efficiency Award (Projects) to Mr Chua Eng Kian, Vice President, Plans and Projects (right), during PUB's Singapore Watermark Awards on 26 March 2024.

Harnessing Smart Meter Technologies

In 2024, we embarked on the installation of smart utility meters across selected Bus and Rail facilities. This initiative aligns with SBS Transit's commitment to embracing cutting-edge technologies to enhance operational efficiency. These meters provide real-time consumption data integrated into our Smart Operations and Maintenance Platform, enabling the pinpointing of usage spikes. This empowers SBS Transit to take immediate and targeted action to address inefficiencies. Furthermore, the historical data collected by these smart meters provides valuable insights into usage trends and patterns, facilitating the development of resource management strategies.

Our 2024 Performance and Looking Forward

In 2024, our concerted efforts to implement water conservation measures and initiatives demonstrated encouraging results, with a reduction of 17.1% compared to 2019 baseline figures. This achievement is particularly noteworthy given the expansion of our operational capacities. Our dedication to sustainability is underscored by our strategic approach, which includes leveraging on technology, such as the installation of smart water meters to enhance data accuracy and improve leak detection capabilities. Moving forward, we are committed to further reducing water usage by continuously refining our strategies and exploring innovative solutions.

GRI 303-3 AND GRI 303-5: WATER WITHDRAWN BY SOURCE, AND TOTAL WATER CONSUMPTION

Total Water Consumption

(Megalitres)



■ Municipal Water ■ NEWater

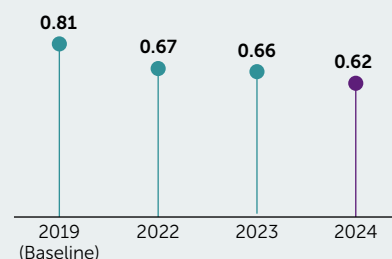
Total

(Megalitres)

SGX CORE METRICS: WATER CONSUMPTION INTENSITY

Water Consumption Intensity

(Megalitres/\$M Revenue)



DRIVING SINGAPORE'S LOW-CARBON AMBITION THROUGH ENVIRONMENTAL STEWARDSHIP

RESOURCE EFFICIENCY

WASTE MANAGEMENT AND CIRCULARITY

Waste generated at industrial and commercial premises form a large part of Singapore's overall waste generated. Proper waste management and end-of-life considerations are essential to prevent the rapid accumulation of waste, which can exacerbate issues like land scarcity, health risks, pollution, and other negative socio-environmental impacts.

Due to the nature of our operations, various types of waste are generated, such as paper, used train components and automotive parts. Improper handling and disposal of automotive wastes could potentially lead to negative health and environmental impacts downstream of our value chain. Hence, we work closely with our waste management partners to ensure proper waste handling. SembWaste and BNL Waste Management handle the collection of general waste and mixed recyclables, while specific recyclables are collected by recycling companies approved by the National Environmental Agency.

The Waste Workgroup is dedicated to managing waste through proper disposal, recycling, and waste reduction initiatives. They monitor waste generated daily alongside with the implementation of waste management best practices across departments aiming to drive continuous improvements within our waste management practices.

Our initiatives support our commitment to the Singapore Zero Waste Masterplan through sustainable consumption and waste management. We focus on reducing waste generation by optimising collection and promoting recycling and reuse. We are making progress to integrate the 3Rs (Reduce, Reuse, Recycle) across our operations, in line with our Waste Policy.

Pushing the Envelope for Parts and Components Life

Building on our waste reduction initiatives in the past year, the Maintenance Failure Review Board continues to identify opportunities for either lifespan extension or transitioning to condition-based replacements. Guided by a systematic review process, field data, and engineering assessments, the shift from preventive to condition-based maintenance has allowed us to optimise costs and save materials. By moving to periodic inspections and targeted replacements, we have saved 15.7 tonnes of materials in 2024, and we expect to see increased savings over the years as we further develop the programme, underscoring our commitment to sustainability while maintaining safety and efficiency.

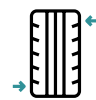


Optimising Reducing, Reusing, and Recycling Initiatives to Minimise Landfill Impact

SBS Transit is committed to minimising its environmental impact throughout its operational processes. We continue to maximise our reuse and recycle initiatives across tyres, batteries, oil and scrap metal as part of our efforts to divert waste from landfills. In addition, we enhanced our focus on reducing the use of paper through digitalisation initiatives such as the conversion of hardcopy pre-use checklist and operational forms to softcopies.

To further reduce material waste due to manufacturing, we have looked to innovative initiatives like Additive Manufacturing (AM) for on-demand 3D printing of train parts. In 2024, we expanded the use of AM by redesigning more train parts specifically for 3D printing, resulting in enhanced performance and reliability. Moving forward, we will continue to expand the application of AM and actively support our collaboration with LTA on the Joint Industrial Programme.

TYRE RETREADING



1,178
tonnes

BATTERY AND OIL UPCYCLING



546
tonnes

TYRE RECYCLING



912
tonnes

SCRAP METAL RECYCLING



717
tonnes

DRIVING SINGAPORE'S LOW-CARBON AMBITION THROUGH ENVIRONMENTAL STEWARDSHIP

RESOURCE EFFICIENCY

Data-Driven Predictive Maintenance Technology

SBS Transit has partnered with Stratio to implement predictive maintenance technology across its entire bus fleet where installation is feasible. This AI-powered system provides real-time visibility into the health of critical systems and components, including brakes, electric systems, and fluid levels. For bus engineering staff such as Mr. Thandavarayan Balaji, 53, he is able to monitor the real-time condition of buses in the fleet. This overview helps with planning the type of maintenance work, manpower and parts needed, improving productivity and efficiency in the workshops. Stratio not only enhances service reliability and passenger experience by minimising breakdowns but also reduces the wastage of vehicle parts by enabling proactive maintenance.

Notably, this collaboration extends to SBS Transit's growing fleet of electric buses, a first in Singapore. The system monitors data on battery health to understand operational efficiency, effectiveness, and potential optimisations for extending vehicle lifecycle. This initiative supports the transition to a cleaner energy bus fleet and a more sustainable public transport system.



First to implement
condition monitoring
on e-buses



With the condition monitoring system, technicians remotely monitor the health of our buses in real time, allowing them to anticipate faults and undertake predictive maintenance.



Located in an enclosed space beside the Bus Captain's seat, the data box gathers information on critical systems and components from the bus's Electronic Control Unit and relays the data to a cloud server for analysis.

DRIVING SINGAPORE'S LOW-CARBON AMBITION THROUGH ENVIRONMENTAL STEWARDSHIP

RESOURCE EFFICIENCY

Our 2024 Performance and Looking Forward

SBS Transit is dedicated to enabling the ambitions set by the Singapore government within the Singapore Green Plan, which aims to reduce waste sent to landfills by 20% by 2026, and with the Zero Waste Masterplan which sets an additional target to further reduce the amount to 30% by 2030 from 2019 baseline figures.

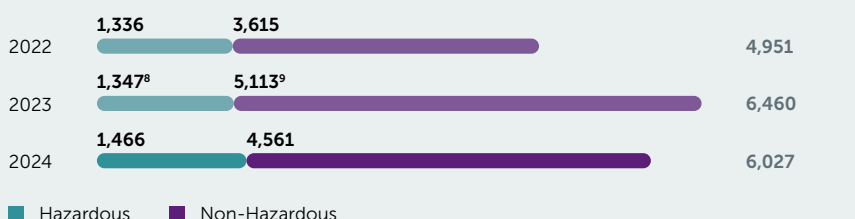
In 2024, we achieved a cumulated waste volume of 6,027 MT, a 6.7% decrease from 2023 levels. Out of the cumulated waste volume, 44.3% was directed to disposal. This decrease in total waste generated is attributable to the improved accuracy of Open Top Container waste data collection processes, which had previously relied on estimated 2023 data, as well

as ongoing waste reduction efforts in our operations, which include process reviews and in-depth analysis of waste data to identify opportunities for reduction and digitalisation.

We are committed to enhancing our capabilities in tracking and identifying the sources and types of waste, which will enable us to refine our current waste management processes and strategically focus on specific waste streams. Additionally, we intend to continue exploring innovative technological solutions to further optimise our waste management practices, thereby reducing the amount of waste sent for disposal and reducing our overall environmental impact. As we advance our efforts in waste reduction and reporting, we will revisit our waste baseline and adjust our targets in future reports.

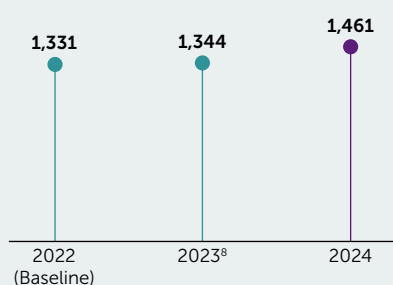
GRI 306-3: WASTE GENERATED

Total Waste Generated (Metric Tons)

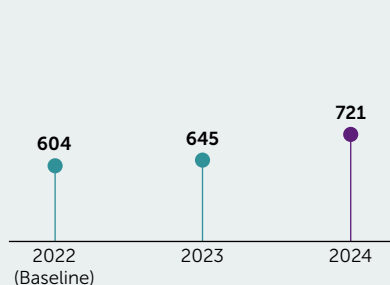


GRI 306-4: WASTE DIVERTED FROM DISPOSAL

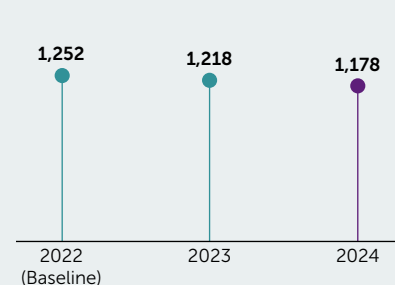
Hazardous Waste - Recycled (Metric Tons)



Non-Hazardous Waste - Recycled (Metric Tons)



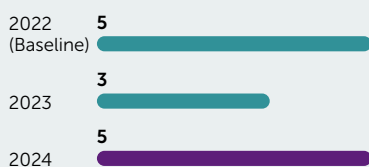
Non-Hazardous Waste - Reused (Metric Tons)



All hazardous waste diverted from disposal were recycled, non are reused

GRI 306-5: WASTE DIRECTED TO DISPOSAL

Hazardous Waste (Metric Tons)



Non-Hazardous Waste (Metric Tons)



All waste directed to disposal were incinerated, none directed to landfill

8 Due to improvements in data collection, the reported recycled hazardous waste has been recalculated using the revised figures on refrigerant waste disposed, leading to a restatement of data in 2023.

9 Due to revisions in data measurement methodologies, the reported non-hazardous waste has been recalculated using the revised figures, leading to a restatement of data in 2023.

DRIVING SINGAPORE'S LOW-CARBON AMBITION THROUGH ENVIRONMENTAL STEWARDSHIP

SUSTAINABLE TRANSITION

Sustainable Transition

Addressing climate risks through comprehensive risk identification to guide effective adaptation and mitigation strategies, while fostering a strong climate awareness among our staff and the communities we serve

The latest World Economic Forum's Global Risks Report 2024 outlines the environmental threats over the next two years, such as extreme weather events, pollution, critical changes to the earth systems, natural resource shortages, alongside a risk of biodiversity loss and ecosystem collapse within the next decade. As such, there is a greater focus on our mitigation plans to minimise the impact of such risks on our operations.

We actively assess and identify climate-related risks and opportunities within our operations and across our value chain. This enables us to pinpoint areas where we can better integrate climate transition principles into our policies, strategic frameworks, and planning processes. By doing so, we strengthen our resilience and enhance our capacity to adapt to climate-related challenges. Through these efforts, we ensure that both our organisation and our value chain partners are well-prepared to navigate the evolving climate landscape.

In alignment with Singapore's goal of achieving net-zero emissions by 2050, and recognising our climate-related risks and opportunities, we continue to foster a sustainable transport ecosystem through joint efforts with our stakeholders. We also engage our employees, partners, commuters, and the wider community to promote environmental awareness.



DRIVING SINGAPORE'S LOW-CARBON AMBITION THROUGH ENVIRONMENTAL STEWARDSHIP

SUSTAINABLE TRANSITION

CLIMATE CHANGE ADAPTATION AND MITIGATION

SBS Transit disclosed its climate-related financial disclosures in four key areas — 1. Governance, 2. Strategy, 3. Risk Management, and 4. Metric and targets as recommended by the Task Force on Climate-Related Disclosures (TCFD)¹⁰. A standalone report has been published in December 2023, providing information and greater understanding on our management strategies relating to climate-related risks and opportunities to our stakeholders. In 2024, the IFRS S1 and S2 standards, under the IFRS Organisation, now fully incorporate the TCFD recommendations. As such, SBS Transit continues to align our reporting with these standards, particularly the IFRS S2 climate-related requirements, which is referred by the SGX RegCo in its enhanced sustainability reporting regime for listed companies.

Identifying the climate-related risks and opportunities across our operations

To understand the climate-related risks and opportunities associated with SBS Transit within specific timeframes under two climate scenarios, we conducted a screening exercise dedicated to identifying climate-related risks and opportunities. The screening process identified potential risks and opportunities applicable to SBS Transit. Building on this, we conducted a robust scenario analysis, which quantified the financial implications of these risks and opportunities under various climate change projections. The detailed parameters and scope of analysis done are presented in the table below (Table 1).

TABLE 1: SCOPE AND PARAMETERS OF CLIMATE-RELATED RISK AND OPPORTUNITY SCREENING

PARAMETERS	SCOPE
Countries	Singapore
Baseline year	2022
Timeframe	- Short-term: up to 2030 - Medium-term: up to 2040 - Long-term: up to 2050
Scenarios explored	1.5°C warming (NGFS Net-Zero by 2050, IEA NZE 2050 & RCP 2.6) >3°C warming (NGFS Current Policies, IEA STEPS & RCP 8.5)
Risks	Transition risks - Carbon pricing - Changing customer expectations - Low carbon economy transition policies and regulations - Reputational risks - Technology shifts Physical risks - Floods - Heatwaves (Rising mean temperatures) - Storms and cyclones - Wildfires - Rising sea levels - Droughts (Water scarcity)

The comprehensive climate scenario analysis conducted in 2023 was based on a snapshot of our business in 2022 (the baseline year) and used two distinct scenarios: a 1.5°C warming scenario and a >3°C warming scenario. The 1.5°C scenario, known as the orderly scenario, assumes the implementation of climate policies and significant decarbonisation efforts. On the other hand, the >3°C scenario, referred to as the hot house scenario, assumes limited and inadequate climate policies and actions to address the impacts of climate change.

The different short-, medium- and long- term timeframes defined serve as a guide in our target setting and strategic decision making. We aligned the time horizons for this exercise with those used in our strategic risk management planning. This enables us to effectively prioritise and select appropriate interventions for key sustainability related risks and opportunities that may arise in the given time horizons, while also enabling us to future-proof our strategies.

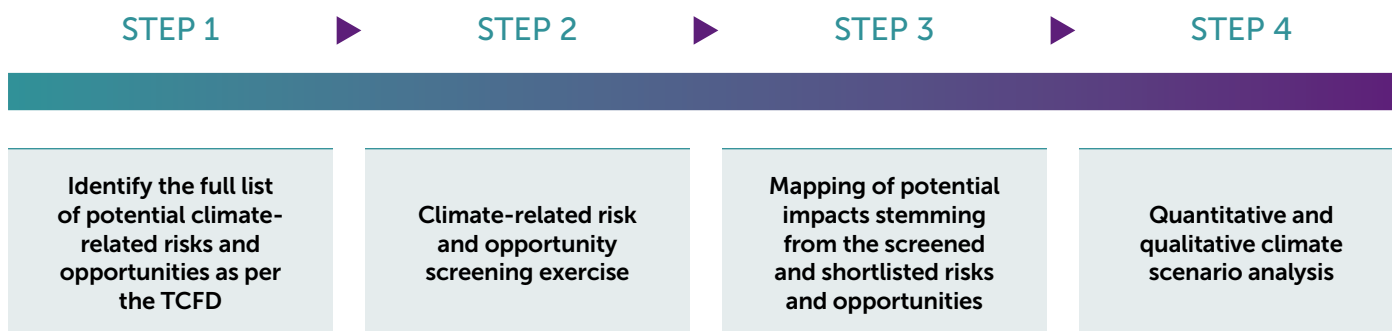
¹⁰ A standalone report has been published in December 2023, providing information and greater understanding on our management strategies relating to climate-related risks and opportunities to our stakeholders.

DRIVING SINGAPORE'S LOW-CARBON AMBITION THROUGH ENVIRONMENTAL STEWARDSHIP

SUSTAINABLE TRANSITION

The full process of the climate risk scenario analysis is summarised in the illustration below (Figure 2).

FIGURE 2: FOUR STEPS OF CLIMATE SCENARIO ANALYSIS



The screening analysis considered both transition and physical risks and opportunities over the time horizons within each scenario. Examples of climate-related risks were taken from Table 1 of TCFD's Final Recommendations Report¹¹.

Transition risks emerge from actions associated with transitioning towards a low-carbon economy. These risks can arise from newly implemented climate policies and regulations, the adoption of low-carbon technologies, the implementation of carbon pricing mechanisms, or shifts in consumer preferences and market sentiments. Physical risks, on the other hand, result from the direct consequences of climate change. These risks can be chronic, occurring gradually over time (e.g. increasing temperatures or rising sea levels), or acute, manifesting as extreme events (e.g. floods, storms, or wildfires).

The outcomes of the screening exercise are summarised in Figure 3, which highlights the potential risk levels. This figure illustrates selected climate-related risks that are assessed to have a moderate or high impact on our business operations and financial performance.

FIGURE 3: CLIMATE-RELATED RISK SCREENING RESULTS

SINGAPORE			
PHYSICAL	1.5°C warming	● Heatwaves (rising mean temperatures)	
	>3°C warming	● Floods ● Rising sea levels	● Droughts/ Water scarcity ● Heatwaves (rising mean temperatures)
TRANSITION	1.5°C warming	● Carbon pricing ● Technology shifts ● Policies and regulations	● Changing customer expectations ● Reputational risks
	>3°C warming	● Carbon pricing ● Technology shifts ● Policies and regulations	● Changing customer expectations ● Reputational risks

Legend

Potential impact magnitude¹²:

- Moderate risk
- High risk

¹¹ Recommendations of the Task Force on Climate-related Financial Disclosures.

¹² Magnitude is determined through well-referenced literature and data sets on climate risk indicators as well as observed and projected trends in physical risks from the Climate Analytics' Climate Impact Explorer and the World Bank Climate Change Knowledge Portal.

DRIVING SINGAPORE'S LOW-CARBON AMBITION THROUGH ENVIRONMENTAL STEWARDSHIP

SUSTAINABLE TRANSITION

Climate scenario analysis overview

Based on the mapped risks, we then performed a detailed quantitative climate scenario analysis to identify the potential financial exposure to climate-related risks and opportunities and strengthen our understanding of the expected financial impacts to our business as well as our business' resilience to the identified risks (Step four in Figure 2), specifically by modelling the vulnerability of our assets to extreme weather conditions. It must be noted that the analysis results for physical risks were determined on the assumption that no action was undertaken by SBS Transit to mitigate and adapt to the pertinent climate risks. The results were consistent across business segments, as the impacts were concentrated in Singapore. This analysis focuses on SBS Transit's direct operations and business model; however, this year we also began a qualitative exploration of impacts on other parts of the value chain.

Overall, in the assessment of both physical and transition risks, it was determined that some risks apply directly to SBS Transit as 'first-order' risks, which are expected to have a direct and material impact on the business. For example, physical risks such as floods can cause damage to our property. On the other hand, 'second-order' risks have a more indirect impact and are experienced by SBS Transit through cost pass-through. For example, SBS Transit does not experience direct implications of carbon taxes. Due to the nature of our operations, however, the indirect impact of increasing carbon taxes may be seen through the potential rise of electricity prices in the future. As carbon taxes do not directly affect SBS Transit currently and remain as a second-order risk (risks related to the value chain), the transition risk of rising carbon prices is excluded from the overall direct financial impact

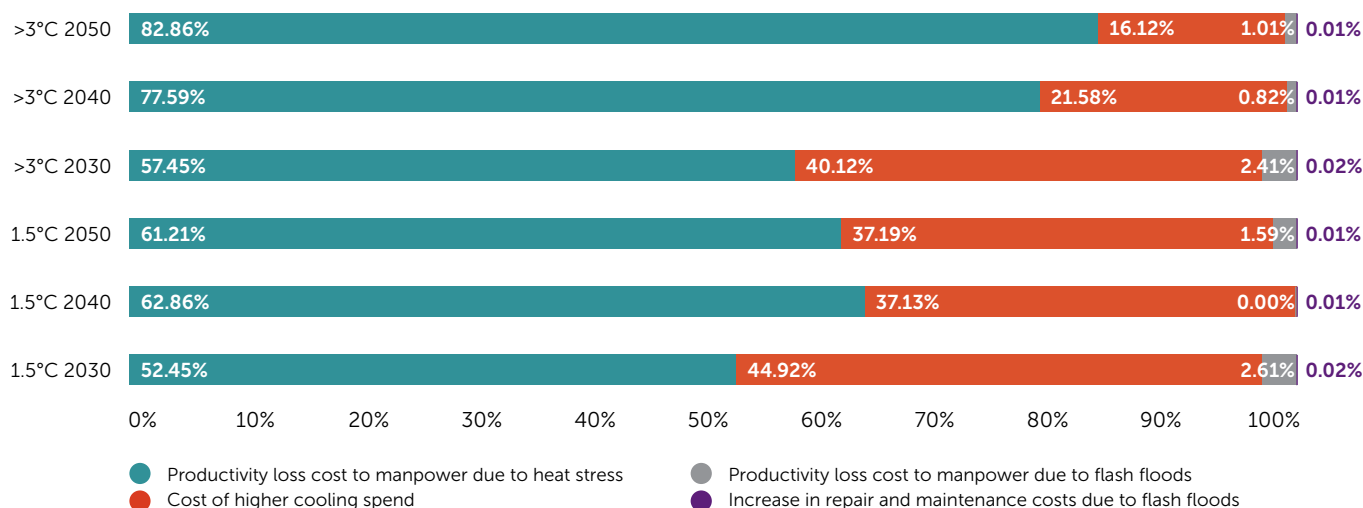
diagram below (Figure 4). However, as this risk is relevant when considering the transition to a lower carbon economy, it is explored separately under a 'what if' scenario in the section below.

Through the scenario analysis, we can conclude that unmitigated climate risks result in potential additional financial impact for the respective year. Among the quantified physical risks, costs of higher spending on cooling due to rising temperatures appears to be the most significant¹³ first-order risk across all time frames and scenarios.

Regarding second order risk, carbon taxes are expected to have significant impact, as they may account for a large proportion of the additional financial costs in future. The impact from carbon tax has been modelled on a 'what if' scenario basis, i.e. if carbon taxes were applicable to SBS Transit, the potential impact was quantified. If left unmitigated, carbon taxes could approximately account for 47 to 61% and 23 to 31% of SBS Transit's total financial impact caused by climate-related risk under the 1.5°C and >3°C scenarios respectively. For more a detailed explanation on each quantified risk, please refer to our 2023 [full TCFD report here](#)¹⁴.

The outcomes of the scenario analysis guides SBS Transit's sustainability and operational strategies for managing climate-related risks and opportunities. This exercise allows SBS Transit to assess the resilience of our existing decarbonisation strategy, determining additional areas that require improvement to mitigate future risks. Additional resilience measures will be further evaluated and may be implemented according to the relevance and magnitude of risks.

FIGURE 4: PROPORTION OF ADDITIONAL FINANCIAL IMPACT BY CLIMATE RISK



¹³ Risk impacts estimated based on our current inputs are considered to be majorly financially material if the financial impact is >5% of SBS Transit's 3-year average EBITDA (FY2020, 2021 and 2022).

¹⁴ All assumptions and limitations related to the assessment of climate risk can be found in the Appendix of the full TCFD report accordingly.

DRIVING SINGAPORE'S LOW-CARBON AMBITION THROUGH ENVIRONMENTAL STEWARDSHIP

SUSTAINABLE TRANSITION

Identifying the climate-related risks and opportunities within our value chain

In 2024, SBS Transit further evaluated remaining alignment gaps in our climate disclosures extending the identification and assessment of climate-related risks to the entire value chain.

We conducted an in-depth value chain mapping exercise, gathering information on key suppliers across all geographies to better understand the critical products and services in our operations. Additionally, we assessed downstream supply chain impacts, including our customers, as well as resale and end-of-life activities. As we finalise the detailed analysis of key risks and opportunities and their implications, we are also preparing for a more comprehensive disclosure in our FY2025 report, ensuring full alignment with IFRS S2 reporting requirements.

Our 2024 Performance and Looking Forward

The climate scenario analysis represents the initial phase in enhancing our comprehension of the challenges confronting our operations. SBS Transit is committed to the continuous improvement of our mitigation and adaptation measures to address the climate risks and opportunities identified within our operations and our value chain. We have implemented essential frameworks, standard operating procedures, and a Business Continuity Management System (BCMS) to prepare ourselves for potential business disruptions, such as flash floods and rising average temperatures. Plans related to climate adaptation, such as haze contingency plans, have been developed to be implemented where needed to manage the effects of climate change and ensure business continuity. These plans are also reviewed and updated annually.

Our Business Continuity Management efforts have been validated by our ISO 22301 certification, with external auditors benchmarking them against the ISO standards. Strategies within our BCMS to manage sustainability-related risks and opportunities include conducting annual Table-Top and Ground Deployment Exercises to practice and validate our Business Continuity Plans. In addition, we place emphasis on training and familiarising staff with the relevant Incident Management Plans, such as the Rail Emergency Preparedness training road map for our rail operators and staff. These resilience strategies and frameworks are tested regularly to affirm the efficacy of the mitigating measures we have put in place. Moving forward, we strive to constantly evolve our standard operating procedures to address new risks and opportunities.

In our ongoing alignment with IFRS S2 reporting requirements, SBS Transit will further review and update its climate scenario analysis. This will include further considerations around the value chain and business model, current and anticipated effects of these risks, and any prevailing assumptions and measurement uncertainties. The analysis will also assess our resilience to these risks and their implications for our overall strategy and business model. Recognising that climate change and our operations can indirectly impact biodiversity, we aim for our partners to align with our **Biodiversity Policy**. Moving forward, we plan to explore methodologies for quantifying our risks and impacts on nature, and to develop solutions that minimise our biodiversity footprint. These findings will be integrated into our next climate-related resilience review.

DRIVING SINGAPORE'S LOW-CARBON AMBITION THROUGH ENVIRONMENTAL STEWARDSHIP

SUSTAINABLE TRANSITION

SUSTAINABILITY ENGAGEMENT

To achieve our organisational sustainability commitments and targets, we are fostering a sustainable corporate culture that extends from our frontline staff to head office. This includes empowering employees across all departments to integrate sustainable practices into their daily work by providing them with the necessary training, resources, and support, thereby fostering a sense of ownership and contributing to our overall environmental goals.

Recognising that sustainability is a shared responsibility, we also engage our customers and communities. We encourage customers to choose sustainable commuting options by utilising public transportation, and partner with the communities we serve to create a greener transportation landscape in Singapore. Our sustainability engagement efforts are structured around two key strategies: Engaging and Training our People, and Involving our Community.

ENGAGING AND TRAINING OUR PEOPLE

Achieving our environmental objectives requires company-wide involvement. We are enhancing workforce skills and encouraging employees to become environmental champions in their roles.

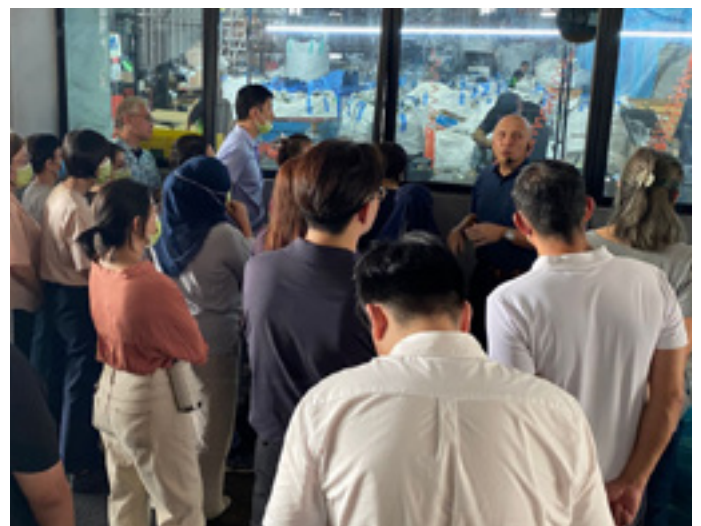
Our CARES 5.0 'Be Eco-friendly' Standard reinforces environmentally responsible conduct, and staff are regularly informed of sustainability targets and performance to facilitate goal achievement.

This is accomplished through:

- **Sustainability Newsletters** provide updates on company performance and global/local environmental news
- **Depot Report Cards** offer updates on Energy and Water Consumption and Waste Production
- **Sustainability Updates** at Town Halls share company initiatives, performance, and encourage sustainable practices
- **Sustainability Reports** highlight the company's performance and initiatives
- **Sustainability Events** facilitate hands-on learning experiences, such as E-waste site visits and Litter Picking.



Sustainability updates presented at town hall



Exploring Singapore's e-waste landscape as part of our sustainability learning series

DRIVING SINGAPORE'S LOW-CARBON AMBITION THROUGH ENVIRONMENTAL STEWARDSHIP

SUSTAINABLE TRANSITION

Upskilling Our Workforce to Ensure a Smooth Transition to Electric Buses

To ensure a smooth transition to an eBus fleet, we are committed to supporting our staff in becoming proficient with the new eBus models, matching their expertise with traditional diesel buses. This helps us maintain service quality and passenger safety while advancing sustainable transportation.

Since the introduction of the National Electric Vehicle Specialist Safety (NESS) certification in 2022, a total of 122 of our staff members have been trained and certified. Recognised by the Singapore Workforce Skills Qualifications (WSQ) National Credential System, those certified possess the skills and knowledge necessary to

safely perform servicing on electric vehicles (EVs) and hybrid EVs in high-voltage environments.

To enhance our knowledge of international best practices, multiple overseas learning trips were organised for key personnel. Our workshop technical specialists and training officers travelled to Sweden, Poland, and Germany to learn from partners like Volvo, Scania, and MAN. They gained firsthand experience in electric bus production, maintenance, and various high-voltage systems, as well as crucial safety protocols, ultimately enhancing their skills and expertise as we transition toward cleaner energy solutions and a greener future.



Volvo Electromobility Engineer and Master Trainer Mr Stefan Fasth (centre) explained the safety controls and features of the electric bus chassis to the team during their visit to the Volvo bus plant in Borås.



Mr Habdas Przemyslaw, Production Manager of MAN Truck and Bus, shared about the fabrication of sub-frame structural parts for electric buses using a laser cutting machine at the MAN eBus factory in Starachowice, Poland.

We are collaborating with the Singapore Bus Academy to establish Singapore's first eBus satellite training centre at Seletar Bus Depot, which is scheduled to be operational by March 2025. This training centre will serve as a hub for drivers, technicians, operations staff and other members within the transportation industry to upskill on eBus operations. The training centre adopts mixed reality technologies to facilitate learning, consisting of a classroom, an Extended Reality training room and practical training area equipped with an eBus chassis and eBus simulators.

Area of Impact: **Energy and Emissions** **Safety and Health** **Customer Experience** **R&D, Technology and Innovation**

At SBS Transit, we believe that sustainability is a shared responsibility, and our employees play a key role in driving meaningful change. We actively encourage and welcome feedback on sustainability-related ideas and solutions through multiple channels, including internal forums, surveys, and direct discussions. By fostering open dialogue, we ensure that every voice is heard and every idea has the potential to make a real impact. Together, we are committed to building a greener, more sustainable future.

DRIVING SINGAPORE'S LOW-CARBON AMBITION THROUGH ENVIRONMENTAL STEWARDSHIP

SUSTAINABLE TRANSITION

INVOLVING OUR COMMUNITY

Alongside our employees, the community we serve plays a significant role in our sustainability transition. We strive to provide greater support on the journeys of our commuters while introducing the community to greener solutions, empowering them to become environmental stewards in their own right.

Enhancing Connectivity and Sustainability: Bringing Greener Infrastructure and Networks to Communities

Expansion of our current rail operating network

This year, we welcomed the addition of Teck Lee LRT Station and Punggol Coast MRT Station in northern Punggol, significantly enhancing transportation connectivity. These stations provide faster and more convenient travel for commuters to the Singapore Institute of Technology's university campus and the JTC Corporation's Punggol Digital District. With direct access to the North-East Line and the Punggol Bus Interchange, residents of Punggol North now have seamless and efficient travel options throughout the city, promoting public transport as a smart commuting choice.

Sustainable station features

With an emphasis on sustainability, the Punggol Coast MRT station achieved BCA's Green Mark Platinum Certification by incorporating eco-friendly materials and energy-efficient systems, including a hybrid cooling approach that utilises a District Cooling System.

Getting aboard Singapore's future rail expansion plans

In 2024, we were awarded the new Jurong Regional Line (JRL) Operator contract in a joint venture with RATP Dev Asia Pacific. Spanning 24km with 24 stations, the JRL is part of Singapore's goal to expand its rail network to 360km by 2030, enhancing connectivity in western Singapore by linking key areas such as the Jurong Innovation District and Nanyang Technological University. The line will open in three stages from 2027, to serve over 60,000 households.



Hybrid fans at the platform are used in conjunction with the Punggol Digital District's District Cooling System to keep the station feeling cool while utilising energy efficiently.

Area of Impact:

Sustainable Transition

Customer Experience

Social Economic Contribution

DRIVING SINGAPORE'S LOW-CARBON AMBITION THROUGH ENVIRONMENTAL STEWARDSHIP

SUSTAINABLE TRANSITION

Repair Kopitiam at Tampines Bus Interchange:

In collaboration with SBS Transit, this community-driven initiative, the first of its kind in a transport hub, gives household items a new lease of life while teaching commuters valuable basic repair skills and encouraging sustainable living. With its high footfall and proximity to Tampines MRT station, the interchange provides a convenient location for people to learn these skills, fostering a shift towards a more sustainable lifestyle.



Dr Amy Khor, Senior Minister of State, Ministry of Transport and Ministry of Sustainability and the Environment, tried out her wiring skills on a 3-pin plug at "Repair Kopitiam", with Mr Jeffrey Sim, SBS Transit's Group CEO.

World Car Free Day: To promote public transport use on World Car Free Day, upcycling workshops were held at NEL Sengkang and DTL Tampines MRT stations. Participants of all ages transformed discarded cardboard egg cartons and fabric scraps into beautiful windchimes, fostering creativity, sustainability, and community connections.



Members of the public creating their own windchimes at DTL Tampines MRT station.

Go Green SG Tour: To highlight the sustainability efforts of the public transport sector, we conducted tours for 100 participants at Seletar Bus Depot, inspiring collective action for a more environmentally sustainable Singapore.



SBS Transit partnered with Anywheel, the largest bicycle-sharing platform, to offer commuters the convenience of reserving bicycles as part of their journeys.

Walk, Cycle, Ride Campaign – Partnership with Anywheel:

In alignment with LTA's Walk, Cycle, Ride campaign, we have introduced campaigns like monthly giveaways and complimentary rides on the Downtown Line between Tampines East and Tampines West MRT stations. With these campaigns, we expect an increase in public transport usage, reduced traffic congestion, and lower carbon emissions, contributing to a greener and more connected community.

In addition, commuters can now reserve Anywheel bicycles up to 30 minutes in advance, exclusively through the SBS Transit app. This complements the existing feature that lets users check real-time bicycle availability at bus stops. This new reservation capability gives commuters greater flexibility to seamlessly integrate cycling with their bus or train journeys, improving first- and last-mile connectivity.

DRIVING SINGAPORE'S LOW-CARBON AMBITION THROUGH ENVIRONMENTAL STEWARDSHIP

SUSTAINABLE TRANSITION

Our 2024 Performance and Looking Forward

SBS Transit is dedicated to consistently delivering dependable and accessible public transportation services that cater to the needs of all users while offering environmentally friendly transport options. As part of our commitment to a sustainable transition, we adhere to all applicable environmental laws and regulations in Singapore. In 2024, we are proud to report that we maintained a flawless record of compliance, with zero instances of non-compliance with environmental laws and regulations.

As part of our commitment to environmental stewardship, we are dedicated to serving our community with sustainable practices. This year, we are proud to celebrate our team's accomplishments, which have been recognised for their outstanding contributions to environmental stewardship through the Sustainable Transportation Infrastructure Award

and the Industrial Energy Efficiency Award. Notably, our Group CEO, Mr. Jeffrey Sim, received the Impact Leader Excellence Award in the individual category at the 2024 Sustainability Impact Awards. This prestigious accolade, presented by The Business Times and UOB, acknowledges his unwavering dedication to advancing SBS Transit's sustainability journey.

These accomplishments, both at the organisational and individual levels, underscore our steadfast commitment to sustainability. We are committed to integrating sustainable practices into our daily operations and to serving as a positive example in promoting environmentally responsible practices within our communities. Our aim is to continue to set benchmarks in sustainability and to inspire others to join us in our journey towards a more sustainable future.



SBS Transit Chairman Bob Tan (left) and Group CEO Jeffrey Sim (right) at the Sustainability Impact Awards, presented by The Business Times and UOB.

Reinforcing our social responsibility to our customers, employees, and communities

Our customers, employees, and communities are at the heart of everything we do. Committed to safety, reliability, and innovation, we constantly strive to enhance service and build a more accessible, future-ready transport system for all.



Safety and
Health



Employee
Care



Customer
Experience



Social
Economic
Contribution

REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES AND COMMUNITIES

SAFETY AND HEALTH

Safety and Health

Prioritising the well-being and safety of our employees, passengers, and the communities we serve



The safety of all employees, customers, tenants, contractors, and business partners is a non-negotiable priority across all operational activities. We are committed to fostering a robust safety culture and implementing comprehensive management systems to meet our safety objectives and enhance performance.

CUSTOMER SAFETY AND HEALTH

As a trusted long-term transport service provider, prioritising the well-being of our customers and commuters is a fundamental aspect of our CARES 5.0 framework. SBS Transit's Safety and Health Policy highlights the critical importance of upholding safety throughout our train and bus operations and facilities, with a strong focus on our customers' well-being. We actively involve our stakeholders by keeping them informed about corrective actions and mitigation measures aimed at preventing any breaches in customer safety.

To demonstrate our commitment to creating and maintaining a secure environment for our customers, our Bus and Rail Safety Teams hold monthly Management Meetings to review and analyse safety statistics. These meetings involve closely monitoring significant incidents or accidents, formally examining actions taken from investigations, and developing resolutions through the implementation of suitable mitigation measures.

The Safety Focus Group continues to serve as a forum where our Bus Captains regularly meet with Interchange Managers, supervisors, or service mentors to discuss and update on safety matters. Attendance is compulsory for all Bus Captains who have recently been involved in accidents. Representatives from NTWU also sit in during these focus groups to provide support to Bus Captains and ensure that customer safety remains a primary concern.

All accidents and near misses are thoroughly investigated to determine both immediate and root causes. Remediation measures are then developed to prevent similar incidents in the future. Over the years, our accident prevention strategies have included procedural improvements, reinforcement of rules, stringent departmental work instructions, enforceable operating procedures, the adoption of technology, and updates to training courses that incorporate lessons learned from past incidents.

We maintain open communication with our customers via the SBS Transit Customer Care hotline or email. Customer Care Officers respond to safety-related feedback from passengers, which is then assessed and addressed in collaboration with our Safety, Operations, and Engineering departments through the Feedback Management Portal.

REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES AND COMMUNITIES

SAFETY AND HEALTH

Escalator Safety Enhancement

We continue to take a data-driven approach in analysing escalator safety cases to guide the implementation of impactful safety initiatives. In 2024, we expanded the installation of dual speed escalators on DTL stations, from 13 escalators across 4 stations to 26 escalators across 8 stations. These escalators operate at a slower speed of 0.5 m/s during off-peak hours to minimise the risk of accidents.

Additionally, Customer Service Assistants are stationed near escalators to assist commuters who may require assistance, such as the elderly or those carrying bulky items, by educating them on escalator safety and advising them to use the lift.

Automated External Defibrillators-on-Buses Programme

To enhance community first-response capabilities, we have partnered with the Singapore Heart Foundation and the Singapore Civil Defence Force to expand the availability of roving Automated External Defibrillators (AEDs) via public buses. As the first public bus operator to participate in this initiative, we are committed to bringing life-saving resources closer to those in need. This programme, encompassing 53 public buses and 3 patrol cars strategically deployed in industrial areas and regions lacking AED availability, complements our existing network-wide AED provisions at all bus interchanges and MRT stations. Furthermore, all our Bus Captains are trained in first aid, resuscitation, and fire safety, equipping them with essential incident response and life-saving skills.



Photo Credit: Singapore Civil Defence Force

REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES AND COMMUNITIES

SAFETY AND HEALTH

Driving Safety Forward with Innovative Technologies

Developed in collaboration with ST Engineering, this pioneering 360-degree advanced collision warning system is designed to enhance vigilance among our Bus Captains. The system employs a network of cameras, advanced AI video analytics, and machine learning technology to provide comprehensive coverage of blind spots and real-time alerts.

AGIL DriveSafe+

Developed in collaboration with ST Engineering, AGIL DriveSafe+ is a pioneering 360-degree advanced collision warning system designed to enhance vigilance among our Bus Captains. The system employs a network of cameras, advanced AI video analytics, and machine learning technology to provide comprehensive coverage of blind spots and real-time alerts.

The system's key features include:

- **Blind Spot Detection:** Four wide-angle cameras at the front, sides, and rear, the system offers 360-degree coverage to monitor the bus's blind spots.
- **Alert Mechanisms:** Integrated blinkers with buzzers alert nearby pedestrians and cyclists. Additionally, a display interface with audio prompts alerts Bus Captains to potential collisions.
- **AI-Powered Detection:** Utilising machine learning algorithms, the system distinguishes between vulnerable road users and vehicles in various scenarios, minimising false alerts.
- **Advanced Driver Awareness:** The system features lane departure warnings, headway monitoring, and forward collision alerts to further enhance driver awareness.



One of four wide-angle field-of-view cameras installed to provide comprehensive coverage of blind spots.



The headway monitoring screen displays the time in seconds to the vehicle in front, and alerts the Bus Captain if the bus moves beyond its current driving lane without signalling its intentions.

REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES AND COMMUNITIES

SAFETY AND HEALTH

Opening of Bus Captain Training and Certification Centre

Opened in April 2024 at Ulu Pandan Bus Depot, the centre aims to elevate Bus Captains' driving skills, road safety expertise, and service excellence. Through the centre, we invest heavily in advanced technology to enable our Bus Captains to be proficient and safe drivers.

Some examples include:

- ClickDrive: Wide-angled cameras and sensors are used to capture high-definition footage of driving sessions, enabling trainers to evaluate trainees' driving competency more effectively
- Hazard Awareness Training and Test: An in-house developed system that trains trainees to identify road hazards using real-life bus footage and gamification techniques
- iSMART: A Mixed Reality training simulator that allows trainees to practise their customer service skills in an immersive virtual environment.



With the help of our ClickDrive training system, CEO of Bus Business Mr Lim Tien Hock (left) could review his driving session together with Assistant Chief Driving Instructor Mr Peh Tze Hao (right).

Area of Impact:

R&D, Technology and Innovation

Customer Experience

Our 2024 Performance and Looking Forward

In 2024, we had zero instances of regulatory non-compliance leading to fines, penalties, or warnings for health and safety. Furthermore, there were no customer or passenger injuries related to our maintenance works.

However, our buses were involved in four fatal traffic accidents. Our Bus Captains were found at fault in three cases but not in one. To prevent similar incidents from happening again, SBS Transit implemented comprehensive measures including sharing previous cases to raise awareness among Bus Captains, enhancing training programmes, conducting stricter enforcement checks, and emphasising defensive driving skills. In one of these cases, our Bus Captain succumbed to his injuries after the bus he was operating collided into a tree. The underlying cause of the accident is still under investigation by the state coroner.

We shared this case with all Bus Captains, stressing the importance of stopping the bus and calling operations control for assistance if they are unwell en route.

We are committed to maintaining strict safety standards through continuous safety education and enforcement, fostering a safe driving culture to continually reduce at-fault traffic accidents, with the ultimate goal of zero incidents.

In recognition of our unwavering dedication to safety, we are proud to announce that at the LTA Singapore's Public Transport Safety and Security Awards 2024, we were honoured with the Excellence Award for the Sengkang-Punggol LRT. Additionally, we received Merit Awards for the North-East Line and the PT209 Serangoon-Eunos Bus Package.

Bus Road and Passenger Safety

	2022	2023	2024
Road and passenger fatalities	3 (inclusive of 2 not-at-fault cases)	3 (inclusive of 2 not-at-fault cases)	4 (inclusive of 1 not-at-fault case)
Passenger injuries – including 3 rd party (Rate per million passengers)	289 (0.46)	367 (0.42)	325 (0.38)
Number of bus accidents per 100,000km	0.1	0.1	0.1

REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES AND COMMUNITIES

SAFETY AND HEALTH

EMPLOYEE AND CONTRACTOR SAFETY AND HEALTH

We maintain a collective responsibility for the safety and well-being of our organisation, business partners, and contractors at all levels. Our management team is committed to safeguarding the safety of our employees and contractors by enforcing strict adherence to regulations like the Workplace Safety and Health Act, and with open dialogue for prompt safety concern resolution. Department heads and managers proactively identify and mitigate hazards through risk assessments and inspections, ensuring legal compliance. All safety incidents involving staff, contractors, or the public are thoroughly investigated, with necessary corrective actions.

We uphold a strong duty of care by ensuring that all parties maintain excellent WSH standards and implement work processes in compliance with the WSH (Risk Management) Regulations. Risk assessment and hazard identification are carried out during safety incident reviews, Rail and Bus Business Meetings, and Safety Steering Committee Meetings. Feedback from these reviews is closely monitored, with in-depth analyses conducted in high-risk areas. Control measures are then established to prevent recurrence of incidents.

Our Safety and Health policy outlines our key priorities regarding operational and workplace health and safety for employees and contractors. This includes compliance with statutory and licensing requirements, preventing injuries and loss of life, fostering a health and safety-focused culture, and encouraging worker participation. SBS Transit also ensures that all personnel, including employees and contractors, receive the necessary training to identify, assess, and eliminate potential hazards in their daily duties.

Strengthening our occupational health and safety management systems

Our WSH Risk Management Procedure is designed to identify and address safety and health risks through risk assessments and the implementation of appropriate control measures before any work commences. Mitigation measures are determined by identifying relevant interim and permanent controls using the hierarchy of controls based on the level of risk identified. The review of risk assessments is conducted every three years, following accidents, or when significant changes occur in work processes.

All team leaders responsible for conducting risk assessments must complete and pass the Workforce Skill Qualification (WSQ) Risk Management Course. This course prepares participants to identify workplace hazards, assess their likelihood and severity, and understand the documentation process for the WSH risk register.

Our Safety Management System is comprehensively reviewed during the annual management review meeting, following internal and external certification audits. This process ensures continuous improvement and enhances our confidence in the effectiveness of our safety measures, supported by regular updates to safety instructions and procedures.

Accredited external certification bodies perform annual external audits, which include onsite physical workplace assessments. Internal inspections and safety observations are also conducted to identify and mitigate potential workplace hazards. Monthly safety inspections are carried out by department heads, managers, executives, and WSH Officers, while Senior Management and union representatives conduct quarterly safety walkabouts.

Our Hazard Incident Report System and Incident Reporting and Investigation Reports Procedure utilise the People Environment Equipment Procedures Organisation methodology to investigate all incident reports. This approach uses the Reason Model Analysis to identify breaches in active failures, focusing on human errors and environmental risks or other triggering events. Additionally, SBS Transit has implemented the Bus Interchange Depot Access Request (BIDAR) System for temporary and contract employees, ensuring the pre-evaluation of safety hazards and accountability through required documentation, work processes, and relevant certificates.

In 2024, SBS Transit was awarded with the ISO 45001 Occupational Health and Safety Management System certification, confirming our full compliance with the Workplace Safety and Health Act and the Ministry of Manpower's Approved Codes of Practice. This certification highlights our dedication to promoting health and safety through a comprehensive management system that effectively manages potential risks and hazards. Our health and safety management system applies to all employees, excluding contractors.

REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES AND COMMUNITIES

SAFETY AND HEALTH

Cultivating Collaborations at the Annual Safety Symposium

Centered around the theme “Leveraging Technologies and Partnerships to Improve Workplace Safety”, the inaugural Safety Symposium explored ways to enhance workplace safety in the public transport industry by examining the role of technological innovation, fostering collaborative partnerships with businesses to jointly develop safety solutions and initiatives, and recognising the contributions of our safety-conscious partners and employees through the presentation of Safe Business Partner awards.

Dr Amy Khor, Senior Minister of State, Ministry of Sustainability and the Environment and Ministry of Transport (in purple) observed the demonstration of the Golden Eye system as Mr Lim Tien Hock (extreme right), CEO of SBS Transit Bus Business, explained how the system provides real-time feedback to our Bus Captains through audio, visual and haptic alerts, to keep them focused on the road. (Photo credit: Ministry of Transport)



Championing Contractor Safety Through Engagement

Established in 2024, the Slips, Trips, and Falls Workgroup engages our contractors and business partners on a quarterly basis. This platform proactively identifies potential hazards and unsafe work behaviors within SBS Transit premises, enabling prompt corrective action. Through the Workgroup, partners and contractors gain access to relevant training programmes that empower their employees to identify safety issues and develop their own comprehensive safety programmes.

In recognition of our commitment to contractor workplace safety and health, SBS Transit was appointed, for the second time, as a Workplace Safety and Health Advocate by the WSH Council and recognised as a bizSAFE Partner for the second consecutive year.



Quarterly engagement brings together contractors, business partners, safety champions and the Union.



Mr Jeffrey Sim, Group CEO of SBS Transit, received the bizSAFE Partner Award at the Workplace Safety and Health Awards held on 30 July 2024.

REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES AND COMMUNITIES

SAFETY AND HEALTH

Engineered for Safety and Efficiency

Innovation and technology are crucial drivers of progress, and at SBS Transit, innovation is deeply ingrained in our core values. We continuously explore and implement innovative solutions to enhance workplace safety and health for our employees. For example:

- A brake-caliper Lifter that enhances safety during bus caliper replacements
- A customised Telescopic Pole equipped with a camera that allows technicians to safely inspect bus roofs, reducing the risks associated with working at heights
- A motorised Track Trolley that reduces errors, improves ergonomics, and enhances productivity during track alignment and measurement work.

These initiatives were awarded the WSH Innovation Award and WSH Tech Award at the WSH Awards 2024 and Star Award at the LTA Singapore Public Transport Safety and Security Awards 2024, respectively.

Brake-caliper Lifter



Customised
Telescopic Pole



Our 2024 Performance and Looking Forward

In 2024, we achieved a significant improvement in the overall Work-Related Injury Rate (WIR) per 100,000 employed persons, falling from 186.2 to 109.5. This reduction is a testament to the effectiveness and positive impact of our ongoing and comprehensive efforts to improve workplace safety.

Demonstrating our commitment, SBS Transit was recognised as a champion of WSH and one of the 18 firms appointed as a WSH Advocate during the Singapore WSH Conference 2024 where we also received the WSH Performance (Silver) Award. Our team's dedication was further acknowledged at the LTA Singapore Public Transport Safety and Security Awards 2024, we received 12 Special Commendation Awards for preventing potential safety incidents and 11 Star Awards for developing new tools, systems and processes to enhance safety and security in the course of their work.

Despite these achievements, we remain focused on minimising and eliminating injuries. Our analysis has identified three high-consequence injury areas: slips, trips, and falls; traffic accidents; and injuries due to missteps. To mitigate these risks, we are enhancing continuous awareness, education, and the enforcement of standard operating procedures.

We are committed to preventing workplace incidents while strictly adhering to all health and safety regulations and take prompt corrective action following any incident. To ensure continuous improvement, we continuously invest in comprehensive training, regular drills, and exploring innovative technologies to enhance employee safety and security, with the goal of achieving a zero-injury workplace.

REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES AND COMMUNITIES

SAFETY AND HEALTH

GRI 403-9: WORK-RELATED INJURIES SASB STANDARDS ROAD AND RAIL TRANSPORTATION: TR-RO320A.1 AND TR-RA320A.1

WORK-RELATED INJURIES	FOR ALL EMPLOYEES	FOR WORKERS WHO ARE NOT EMPLOYEES BUT WHOSE WORK AND/OR WORKPLACE IS CONTROLLED BY THE ORGANISATION
Number of fatalities from work-related injuries	0	0
Number of high-consequence work-related injuries	0	0
Number of recordable work-related injuries	13	2
Main types of work-related injury	Slips, trips and falls	Slips, trips and falls
Number of hours worked	27,789,110	6,497,936
OCCUPATIONAL HEALTH AND SAFETY RATES¹⁵		
Rate of fatalities from work-related injuries	0	0
Rate of high-consequence work-related injuries	0	0
Rate of recordable work-related injuries ¹⁶	0.47	0.31

GRI 403-9: RECORDABLE WORK-RELATED INJURY FOR ALL EMPLOYEES¹⁷

	BUS			RAIL		
	2022	2023	2024	2022	2023	2024
Number	25	20	11	7	7	4
Rate	1.22	0.70	0.46	1.21	0.86	0.49



¹⁵ Multiplier used to calculate occupational health and safety rates is 1,000,000

¹⁶ The calculation of the rate of work-related injuries is based on the formula of (number of injuries / numbers of man hours per region) x 1,000,000 man hours worked

¹⁷ The calculation of the rate of work-related injuries is based on the formula of (number of injuries / numbers of man hours per region) x 1,000,000 man hours worked. The total number of man hours for 2024 Bus employees is 21,556,382 and Rail 6,232,728 hours, while Bus contractors is 2,304,000 and Rail 1,874,064 hours

REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES AND COMMUNITIES

SAFETY AND HEALTH

WORK-RELATED INJURY RATE (WIR) PER 100,000 EMPLOYED PERSONS

WIR PER 100,000 EMPLOYEES ¹⁸	2022	2023	2024
Bus	245.3	188.0	106.4
Rail	191.8	181.3	119.0

GRI 403-10: WORK-RELATED ILL HEALTH

WORK-RELATED INJURIES	FOR ALL EMPLOYEES	FOR WORKERS WHO ARE NOT EMPLOYEES BUT WHOSE WORK AND/OR WORKPLACE IS CONTROLLED BY THE ORGANISATION
Number of fatalities from work-related ill health	0	0
Number of recordable work-related ill health	0	0

SASB STANDARDS ROAD TRANSPORTATION: TR-RO-540A.1: ACCIDENT AND SAFETY MANAGEMENT

ACCIDENT AND SAFETY MANAGEMENT	TOTAL RECORDABLE INCIDENT RATE (TRIR) ¹⁹	TOTAL FATALITY RATE
Direct employees	0.10	0
Contract employees	0	0

¹⁸ The calculation of WIR is based on the formula of (number of fatal and non-fatal injuries / numbers of employees) x 100,000. In 2024, the total number of employees and contractors for Bus and Rail were 10,340 and 3,362 respectively.

¹⁹ The calculation of total recordable incident rate is based on the formula of (number of total recordable incidents x 1,000,000) / man hours worked. The calculation of total fatality rate is based on the formula of (number of total fatality x 1,000,000) / man hours worked.

REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES AND COMMUNITIES

CUSTOMER EXPERIENCE



Customer Experience

Delivering reliable, inclusive, and delightful travel experiences for all

Guided by our core belief to “Make Every Journey a Delight”, we are committed to delivering an inclusive and welcoming experience for our passengers.

SERVICE QUALITY

Our business is centered on delivering delightful service, reflecting our ethos of “Putting customers first”. To achieve our customer care objectives, our Customer Experience Taskforce conducts monthly meetings with interchange managers and key stakeholders, to address and prevent unsatisfactory customer experiences on buses, interchanges, and in stations. We evaluate and improve our service delivery and customer service performance through monthly management checkpoint meetings and regular staff engagement sessions. These sessions gather feedback, identify areas for improvement, introduce new initiatives, address emerging issues, and strengthen customer relationships.

Service quality is measured through compliments, complaints, and feedback from our website, mobile app, Facebook page, emails, customer care hotline, and passenger service teams. Customer satisfaction is tracked via independent surveys, including the Customer Satisfaction Index of Singapore, annual independent surveys, and quarterly online surveys.

Key areas of feedback consistently pertain to our Bus Captain’s customer service and driving conduct, and rail station infrastructure. All feedback is subject to rigorous analysis and forwarded to relevant departments for thorough investigation. This process ensures the implementation of actionable insights prior to providing commuters with detailed responses outlining corrective measures. Notably, in 2024, a reduction in substantiated complaints was observed, indicating the positive impact of our customer experience initiatives and employee training programmes.

REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES AND COMMUNITIES

CUSTOMER EXPERIENCE

Elevating Commutes with Music in Stations

To enhance the commuting experience, we launched an initiative in 2023 to play music from local musicians at our stations. This year, we continued this effort by showcasing music from 6 schools, and Faith Music Centre that empowers persons with disabilities with musical skills. Their music was played at various NEL and DTL stations, to create an enjoyable atmosphere for our customers while empowering these artists.

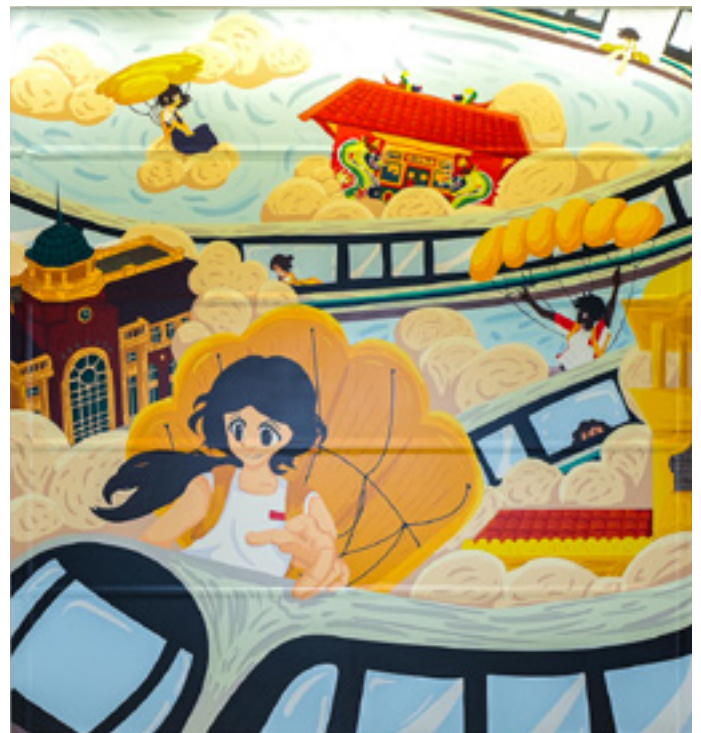
Meet the inclusive bands from Faith Music Centre, a social enterprise which equips persons with disabilities with music skills.



Bringing Art to Everyday Journeys

In an expansion of our Adopt-A-Station/Interchange programme, students from partnered schools have been actively contributing to the revitalisation of our public transport network. Through engaging arts and performance initiatives, these talented young individuals are transforming our MRT stations and bus interchanges into vibrant and enriching spaces for all customers to enjoy. This programme not only showcases student talent but also empowers them to make a positive impact on their community.

'Jumping into Sixth Avenue' by Nanyang Girls' High School at Sixth Avenue MRT Station.



'Graciousness: Our Travel Companion' by Methodist Girls' School at King Albert Park MRT Station.



REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES AND COMMUNITIES

CUSTOMER EXPERIENCE



Artworks by Raffles Institution at Toa Payoh Bus Interchange showcasing acts of kindness on public transport as part of the Caring Commuter campaign.



Wind Orchestra Performance by St Hilda's Secondary School at Tampines Bus Interchange.

Additionally, we collaborated with organisations like the DesignSingapore Council and LTA to enhance the passenger experience. As part of Singapore Design Week 2024, the "My Riding Tribe" installation was showcased at Bencoolen MRT station. This engaging display brought to life the diverse personalities of Singapore's MRT commuters through a combination of physical and digital elements.



"My Riding Tribe" installation at Bencoolen MRT station

REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES AND COMMUNITIES

CUSTOMER EXPERIENCE

School-Friendly Public Bus Service

Traveling alone on public transport can be intimidating for young students, who may experience anxieties about getting lost, interacting with strangers, and navigating unexpected situations. The newly launched "School-Friendly Public Bus Service" aims to alleviate these concerns for both students and their parents.

Bus Service 261 was launched as the inaugural School-Friendly Public Bus Service at the Ang Mo Kio Bus Interchange. The service is supported by Bus Ambassadors and parent volunteers from Townsville Primary School, who accompany students on their journeys between the bus interchange and the school, fostering a safe and confident travel experience.

The initiative also addresses the pressing need for school transport arrangements amidst a shortage of private bus drivers, thereby promoting public buses as an affordable, convenient, and viable alternative. This sustainable long-term solution empowers parents with a reliable option for their children's school commutes. This initiative has provided SBS Transit with a valuable opportunity to serve our community, and we remain steadfast in our commitment to providing safe, reliable, and delightful journeys for all passengers.

Parent volunteers and students were excited to take the first ride on the School-Friendly Public Service Bus to Townsville Primary School.



A dedicated Bus Ambassador, acting as a trusted guide, accompanies students on their journey to ensure a smooth passage from Ang Mo Kio Bus Interchange to the school. The Ambassador also accompanies them back to the bus interchange after school.

REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES AND COMMUNITIES

CUSTOMER EXPERIENCE

Placing Our Commuters at the Core of Our Mission

Our staff are the heart of our commitment to commuters, consistently demonstrating dedication and going above and beyond to ensure a positive experience for all commuters. One example is Assistant Station Manager Gunasilan A/L Subramaniam (Silan).

In January, a distressed young foreign helper approached the Passenger Service Centre after discovering her EZ-Link card balance was negative and had forgotten her wallet. Sensing her anxiety, Silan generously added \$10 to her card from his own pocket, ensuring she could return home safely. The following day, she returned with a thank you note and repaid the \$10, a gesture that deeply moved Silan.



A few months later, Silan's dedication to service was evident once more when a female passenger fainted. He quickly informed the Operations Control Centre while his Station Manager called for an ambulance. Silan rushed to the passenger's side, helped her into a wheelchair, and brought her to the Passenger Service Centre to await the ambulance. He also provided her with warm water to ease her dizziness and stayed with her until the ambulance arrived ten minutes later. "My first instinct is always to help," Silan explained, emphasising the importance of showing kindness in times of need. His actions exemplify how small acts of kindness can create a lasting impact on those he assists, reflecting his commitment to improving the quality of service.

In recognition of his actions, Silan was awarded the National Kindness Award 2024, Transport Gold Award. His actions have inspired his fellow colleagues to always serve our commuters to our best abilities.

Area of Impact: Customer Experience

Our 2024 Performance and Looking Forward

The latest Public Transport Customer Satisfaction Survey, conducted by the Public Transport Council, revealed that commuters continue to be highly satisfied with public transport services. Key service attributes driving this satisfaction were Safety & Security, Accessibility, and Service Information. As a major public transport operator, SBS Transit notes these positive results, which reflect the continued confidence commuters place in our services.

Moreover, in 2024, the compliment-to-valid complaint ratio experienced an upward trend in 2024, rising to 11.7. We also observed a 3.1% increase in compliment rates alongside a 9.2% decrease in valid complaint rates during this period. This positive shift indicates that our initiatives have been well-received by the community. We are committed to maintaining this momentum, ensuring that our future strategies continue to effectively serve and meet the needs of those we support.

We proudly recognise our staff's consistent dedication to customer service. At the National Kindness Award 2024, 218 employees received the Transport Gold Award, and 11 were honoured with the Outstanding Award for their exceptional care and compassion. Furthermore, five colleagues were celebrated at the Asia Pacific Customer Service Consortium Customer Relationship Excellence Awards 2024, reflecting our culture of kindness and excellence.

To further enhance our efforts, we will launch the Ambassadors for Public Transport Programme in 2025. This programme will include enhanced network training for our staff, equipping them with the knowledge and skills necessary to deliver improved service quality.

REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES AND COMMUNITIES

CUSTOMER EXPERIENCE

ACCESSIBILITY AND INCLUSION

As Singapore's trusted provider of public transportation, we are committed to creating an inclusive environment where customers with disabilities and elderly passengers can travel with ease on our buses and trains. Recognising the growing elderly population, we understand the importance of facilitating safe and independent travel for our vulnerable commuters.

In continued collaboration with Social Service Agencies (SSAs), we have implemented initiatives to enhance accessibility for passengers with disabilities and vulnerable communities. These partnerships facilitate the development of inclusive transport solutions, including the Waymap-SG navigation app for accessible wayfinding and the Caring Commuter Program that fosters a supportive travel environment. These efforts align with our overarching "Travel with Confidence" programme, which promotes accessible and inclusive travel.

Designing an Inclusive Experience

As a leading public transport operator in Singapore, our commitment extends beyond efficiently transporting passengers to their destinations. We strive to ensure that every ride is a delightful experience, where every commuter feels valued and supported. Recognising the needs of the various social groups that we serve, we have rolled out the following initiatives this year to enhance mobility and promote inclusivity:

- Expanded familiarisation tours for special needs individuals, with over 45 participants from 4 organisations, to enhance safe travel on buses and trains
- Continued specialised CARES training for frontline staff, with 7,518 staff trained in collaboration with SG Enable, to improve service for passengers with disabilities
- In collaboration with Ang Mo Kio-Thye Hua Kwan Hospital, our team provided pre-discharge patients with dedicated training on safe Personal Mobility Aid use onboard buses, utilising a parked bus at Yio Chu Kang Interchange to practice manoeuvring, boarding, alighting, and handrail techniques, an initiative recognised with a Star Award at the LTA Singapore Public Transport Safety and Security Awards 2024

Employing Technology for Good

In October 2024, we piloted SiLVIA at North East Line's Chinatown Station, our new Generative AI assistant who communicates through sign language. Developed in collaboration with NUS start-up FingerDance, SiLVIA can translate spoken and written words into sign language, bridging the communication gap for commuters who are hard of hearing and empowering them to travel independently with confidence.

At Ang Mo Kio Interchange, AIVA, our friendly digital concierge assists customers with travel and wayfinding queries. Also powered by Generative AI technology, AIVA engages passengers in fluent conversation, providing prompt assistance and helpful information for ease of navigation. In December, AIVA was also deployed at Punggol Coast Station.

Experiential Learning with Dementia Singapore for Caring Commuters

As an expansion of our "Find Your Way" initiative and to foster a culture of Caring Commuters, we introduced the "Find Your Way" experiential learning programme in collaboration with Dementia Singapore. Through engaging activities with schools such as Jing Shan Primary School and Singapore Polytechnic, students gained valuable knowledge and practical tips to enhance the commuting experience for individuals living with dementia. These activities included role-playing scenarios, conversations with dementia self-advocates, and immersive virtual reality experiences.

Students from Singapore Polytechnic subsequently applied their newfound skills and knowledge by volunteering as Caring Commuter Champions at Chinatown MRT Station. In this role, they actively observed fellow passengers, identified those who may require assistance, and provided a helping hand whenever needed.



Students were brought on a guided tour of Chinatown MRT Station where they learnt more about our "Find Your Way" initiative and how it helps persons living with dementia and the elderly better navigate the station.

REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES AND COMMUNITIES

CUSTOMER EXPERIENCE

Empowering the Differently-Abled with Dignity Kitchenette

The newly launched Dignity Kitchenette at Yio Chu Kang Interchange is a social enterprise initiative led by Dignity Kitchen with the support of SBS Transit. Aimed at fostering inclusive employment opportunities for individuals with disabilities and those from disadvantaged backgrounds, the Dignity Kitchenette provides commuters with a convenient option to enjoy a delicious meal while supporting a meaningful social cause. This initiative contributes to a more inclusive and equitable community where all individuals could thrive.

The Dignity Kitchenette team at its official opening at Yio Chu Kang Interchange on 1 October 2024



Area of Impact: Social Economic Contribution

Our 2024 Performance and Looking Forward

Recognising the pivotal role we play in shaping a future where inclusive commuting is accessible to all members of society, SBS Transit remains steadfast in its commitment to enhancing accessibility across all facets of our operations. We foster strong relationships and work closely with community partners to gain a deep understanding of real-world needs and actively seek their feedback.

To better serve vulnerable passengers, we are establishing a Public Transport Inclusiveness Training Centre in 2025, which will build upon our CARES Training curriculum. This centre will offer experiential learning opportunities for Bus Captains and members of the public to better assist vulnerable individuals during their commutes. We will continue to actively seek opportunities for innovation and the integration of technological solutions into our services to further enhance accessibility.

REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES AND COMMUNITIES

EMPLOYEE CARE

Employee Care

Championing diversity and prioritising the holistic well-being of our employees

SBS Transit continues to prioritise employee well-being as a cornerstone of our positive workplace culture, with a focus on supporting the personal and professional growth of our employees by providing ample learning opportunities and avenues for career advancement.

WELL-BEING AND WORK LIFE HARMONY

At SBS Transit, we recognise that a physically and mentally healthy workforce is essential to achieving our business objectives of providing reliable transport services.

To maintain a healthy and content workforce, we offer health screening programmes and free annual health check-ups. In 2024, we transitioned our Employee Assistance Programme to ThoughtFull, which provides an expanded range of mental wellness resources, including:

- In-person counselling sessions for each employee
- A personal well-being tracker to monitor progress and tailor the experience
- Educational wellness webinars on various mental health topics

This year, SBS Transit received both local and regional HR-related awards, highlighting our commitment to maintaining high standards for employee satisfaction and engagement, and reinforcing our position as an employer of choice.



REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES AND COMMUNITIES

EMPLOYEE CARE

Our full-time employees are provided with the following benefits:

HEALTH CARE



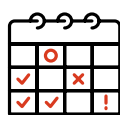
In-patient, Out-patient general practitioner and Health screening coverage

INSURANCE



Group Personal Accident Insurance, Ex-Gratia payment upon death

LEAVE



Annual, Childcare, Compassionate, Maternity, Matrimonial, National Service, Paternity, Eldercare, Sick and Shared Parental leave

TRAVEL



Free travel on local public transport

OTHERS



Retirement benefits for non-executives and Flexible work arrangements

Digital Mental Health Service

At SBS Transit, we are committed to fostering a workplace culture where employees feel safe to express their struggles. To that end, we launched the "It's Ok To Not Be Ok" campaign in partnership with ThoughtFull, an employee mental wellbeing digital service provider. Through the ThoughtFullChat app, employees have access to various wellbeing activities and tools, including personal journaling, meditation guides, and one-on-one therapy sessions with professionals. The campaign also features mental health roadshows at our bus interchanges and depots, monthly webinars, and leadership training to help staff manage stress and cultivate a growth mindset.

We remain dedicated to building a safe and supportive work environment where employees can seek help without fear of judgement.

Workplace Outreach Wellness Programme

To support our employees' physical and mental wellbeing, we launched the Workplace Outreach Wellness (WOW) Programme in collaboration with the Health Promotion Board. This initiative offers free basic health screenings and a series of webinars, workshops, and activities focused on key wellness areas:

- Nutrition: Insights on making healthier dietary choices and improving nutrition
- Ergonomics: Learn about the prevention and management of musculoskeletal issues to reduce body pain and injury at work.
- Mental Wellbeing: Skills to manage stress, build mental resilience, and recognise signs of common mental health issues.
- Fitness Activities: Enjoyable activity breaks that promote physical fitness.

Through both on-site and virtual health promotion programs, our goal is to foster a healthy workplace ecosystem that supports all aspects of employee wellness.

Our 2024 Performance and Looking Forward

In 2024, SBS Transit was awarded the "Best Company to Work for in Asia Award" by HR Asia for the third consecutive year since 2022. This prestigious award underscores our commitment to employee engagement and fostering exemplary workplace cultures across Asia. Additionally, we were honoured with the "Most Caring Company Award" for prioritising the mental health and well-being of our employees.

These accolades not only reflect our past efforts but also inspire us to continually enhance our employee welfare programmes. By prioritising both physical and mental health, we aim to empower our employees to reach their full potential, ensuring that SBS Transit remains not just a workplace, but a thriving community where every individual feels valued and supported.

REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES AND COMMUNITIES

EMPLOYEE CARE

DIVERSITY, EQUAL OPPORTUNITY, HUMAN RIGHTS, AND FAIR LABOUR

Inclusion is not just a priority at SBS Transit—it is a promise. At SBS Transit, we are deeply committed to fostering diversity and inclusivity, recognising that integrating diverse perspectives into our organisational strategies and solutions enhances our service offerings. A diverse workforce enables us to better understand the varied needs of our customers and meet industry demands effectively. We are dedicated to eliminating discrimination in our practices and policies while enhancing workforce diversity.

Our commitment extends beyond gender to encompass all aspects of diversity. We maintain a robust **Diversity and Inclusion Policy**, prohibiting bias related to age, marital status, sexual orientation, disability, race, colour, nationality, ethnicity, religion, or political affiliation. These policies are integrated into our operational and hiring practices, reflecting our adherence to the Tripartite Alliance for Fair and Progressive Employment Practices, of which we have been a member since 2018.

In line with our commitment and our 3E framework (Employ, Educate, Empower), we implemented several initiatives this year, including:

- Increased the number of Persons with Disabilities (PWDs) in our employ, from 26 to 36 individuals
- Expanded partnerships with social enterprises and SSAs who employ PWDs such as Bizlink and MINDS
- Continued to enhance accessibility across our infrastructure, including depots, interchanges, and stations, with features like accessible toilets, ramps, lifts, and sliding doors
- Engaged employees and commuters through our Lead with Inclusiveness program and CARES Training 5.0

Through this approach, we strive to create an inclusive workplace and aim to integrate PWDs into suitable roles. In line with Singapore's goal of having 40% of working-age PWDs employed by 2030. To support this, we have committed a total of \$1MM to fund our updated 3E initiatives over the next 4 years.

OUR 3E FRAMEWORK

EMPLOY

Matching PWDs with inclusive employment opportunities



EMPOWER

Empowering PWDs through socially responsible procurement of goods and services



EDUCATE

Driving inclusive employment by educating staff and the public, and transforming our workplace culture.



REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES AND COMMUNITIES

EMPLOYEE CARE

Enabling Pathway Programme

Enabling Pathway Programme

We have been actively redesigning roles and expanding opportunities for individuals with disabilities across corporate, engineering, and frontline positions.

SBS Transit, alongside SG Enable, the SIM People Development Fund, and the Institute of Technical Education (ITE), launched the Enabling Pathway Programme. This initiative is the first ground-up Public-Private-People partnership aimed at fostering long-term employment opportunities for students with disabilities. As the inaugural employer-partner, we are proud to be the first to offer internships to ITE students with disabilities, providing them with valuable practical experience to enhance their career prospects.

Among our four special-needs ITE interns is 18-year-old Nur Arfa Taqiah Binte Mohamad Noor Azhar "Arfa", a Mechatronics and Robotics student at ITE. Despite facing severe hearing loss and multiple sclerosis, Arfa is



Minister for Transport Mr Chee Hong Tat (in red) visited Arfa and her SBS Transit colleagues at the Component Service Centre, learning firsthand about her experience with the programme.

determined to follow in her father's footsteps in the engineering field. With support from their ITE lecturers and SG Enable job coaches, we have tailored the work environment to meet each intern's needs, ensuring they receive the training and resources to thrive and succeed.

Area of Impact: **Social Economic Contribution**

Our 2024 Performance and Looking Forward Gender and ethnic diversity

SBS Transit is committed to providing equal opportunities for all employees, regardless of gender or ethnicity. Among our full-time employees, 9.4% are female, a figure consistent with the previous year. We align closely with our Diversity, Equity and Inclusion (DEI) policy and are actively working to encourage female participation across all levels within our traditionally male-dominated industry.

All employees are required to participate in DEI Policy awareness training to enhance their understanding of individual responsibilities, promote a culture of inclusivity and equip employees with effective strategies to address diversity-related challenges.

Through our commitment to DEI, we aim to cultivate a workplace culture where everyone feels valued, respected, and included. By appreciating diverse perspectives, experiences, and backgrounds, we can collectively build a more inclusive and positive workplace for all employees.

Recruitment, selection, and promotion

At SBS Transit, every employee is required to participate in an annual performance and career development review that evaluates their skills and contributions. Promotions are determined based on these appraisals and individual merit. As a member of TAFEP, our recruitment and selection processes are designed to identify candidates who possess the right mix of skills, knowledge, experience, and values that align with SBS Transit's culture, vision, and beliefs.

REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES AND COMMUNITIES

EMPLOYEE CARE

Remuneration

Our compensation evaluation takes into account factors such as grade, position, and experience, while also considering current market wage trends. Employee performance is assessed and scored based on mutually agreed key performance indicators (KPIs), such as the Balanced Scorecard, to ensure fairness and transparency. Sustainability initiatives are incorporated into these performance assessments and reflected in the KPIs. For example, Bus Captains' driving habits are monitored through telematics to encourage eco-friendly practices. Violations of set limits result in counselling or penalties, affecting performance scores and impacting annual increments and bonuses.

To align senior executives with SBS Transit's environmental and social impact objectives, their remuneration is tied to performance in sustainability milestones. The Nominating and Remuneration Committee (NRC) approves the remuneration for Senior Management, Senior Vice Presidents, and above. Annual reviews and updates are conducted to address any gaps identified in our remuneration processes. Additionally, we have engaged independent consultants to conduct benchmarking exercises for the annual total compensation package of Department Heads and above since 2020.

In 2024, SBS Transit was proud to uphold its recognition with the Progressive Wage Mark (PWM), highlighting our long-term commitment to providing equitable and progressive wages to lower-wage workers. This accolade underscores our dedication to implementing a wage structure that not only surpasses minimum wage standards but also ensures fair and sustainable compensation aligned with employees' skills and experience. We believe that fair wages are crucial for fostering a productive and motivated workforce, and we remain committed to upholding these principles to benefit both our employees and the communities we serve.

Flexible work arrangements

SBS Transit promotes a healthy work-life balance for its employees by offering flexible work arrangements to eligible staff. Such arrangements include Flexi-Time (Staggered Work Arrangement, Shift Swapping, Flexible Work Weeks), Flexi-Place (Work from Home) and Flexi-Load (Part-Time Work). Based on their respective roles, employees can opt to apply for either of such arrangements to accommodate their personal schedules, caregiving responsibilities and family commitments.

Equal employment opportunity

SBS Transit champions a discrimination-free workplace where leaders prioritise inclusivity, and open communication is encouraged. In 2024, we received zero formal discrimination complaints.

As the first public transport operator to earn the Enabling Mark (Gold) for both bus and rail, we demonstrate our comprehensive commitment to inclusivity, built upon leadership, inclusive recruitment, workplace accessibility, and community engagement.

Human rights and fair labour

At SBS Transit, adhering to human and labour rights regulations is fundamental to our labour relations and overall employee and operational management. In 2024, 74.6% of our workforce was covered by Collective Agreements. Our Human Rights Policy reaffirms our commitment to fair employment practices, freedom of association, collective bargaining rights, ethical labour practices, safe working conditions, and diversity and inclusion.

Employees are encouraged to report any incidents of discrimination or malpractice they experience to Management, the Union, or the relevant employment authorities. Alternatively, they can report inappropriate business conduct through our structured Whistleblowing Policy, which guarantees confidentiality and protection for those reporting concerns about ethical behaviour or inappropriate conduct, within legal limits.

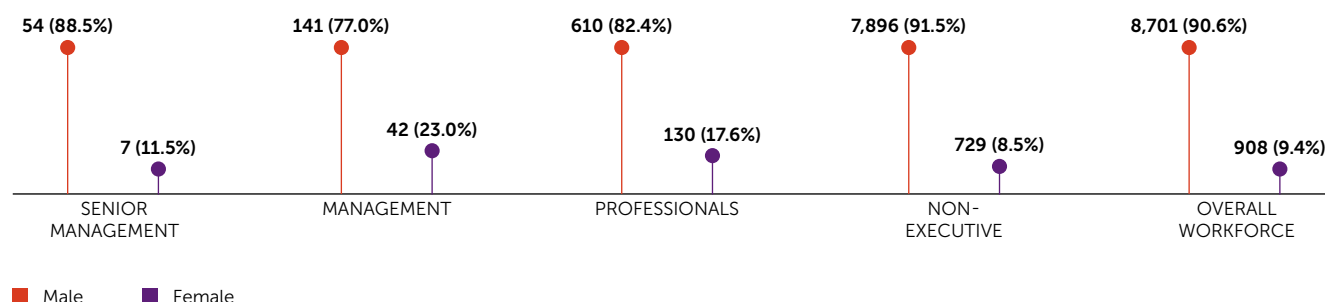
To emphasise the importance of human rights and fair labour practices, we provide to all our employees training on relevant policies and procedures, ensuring full compliance with regulations. Our aim is to cultivate a strong awareness of the importance of promoting fair labour practices among our employees.

REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES AND COMMUNITIES

EMPLOYEE CARE

GRI 2-7: EMPLOYEES²⁰, 405-1: DIVERSITY OF EMPLOYEES

Gender Diversity by Employee Category



Gender Diversity by Contract Type

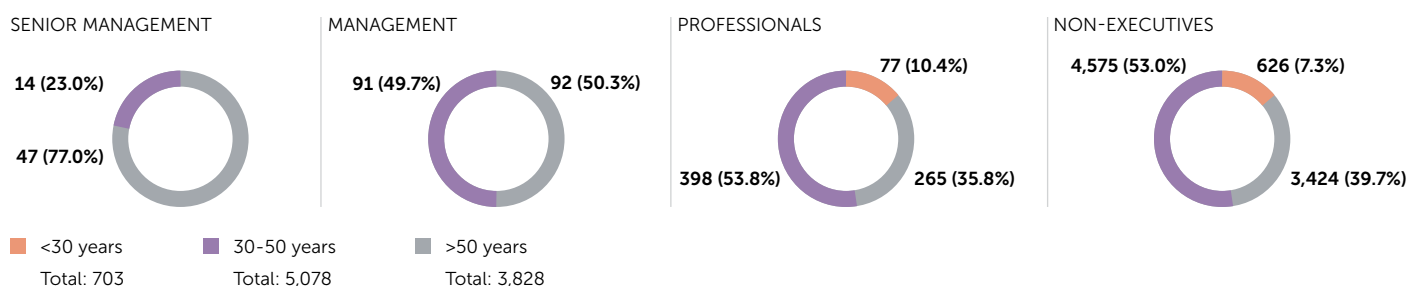
FULL-TIME EMPLOYEES



PART-TIME EMPLOYEES



Age Diversity by Employee Category



GRI 401-1: NEW EMPLOYEE HIRES AND EMPLOYEE TURNOVER

EMPLOYEE TYPE	CURRENT EMPLOYEES	NUMBER OF NEW HIRES	RATE OF NEW HIRES	NUMBER OF TURNOVERS	RATE OF TURNOVER
GENDER					
Male	8,701	966	0.11	1,218	0.14
Female	908	110	0.12	115	0.13
AGE GROUP					
<30 years	703	235	0.33	126	0.18
30-50 years	5,078	625	0.12	590	0.12
>50 years	3,828	216	0.06	617	0.16

20 All our employees and workforce are based in Singapore, employee numbers are reported at the end of the reporting period.

REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES AND COMMUNITIES

EMPLOYEE CARE

SASB ROAD TRANSPORTATION STANDARDS: TR-RO-320A.2: NUMBER OF TOTAL VOLUNTARY AND INVOLUNTARY TURNOVER RATE FOR ALL EMPLOYEES

Voluntary	7.05%
Involuntary	6.83% ²¹

GRI 401-3: PARENTAL LEAVE (CHILDCARE LEAVE)

	2024	
	MALE	FEMALE
Total number of employees that were entitled to parental leave	4,056	521
Total number of employees that took parental leave	227	27
Total number of employees that returned to work in the reporting period after parental leave ended	227	27
Return to work rate of employees that took parental leave	100%	100%
Total number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work	44	19
Retention rate of employees that took parental leave	19%	70%

GRI 405-2: RATIO OF BASIC SALARY AND REMUNERATION OF WOMEN TO MEN

	MALE	FEMALE
SENIOR MANAGEMENT		
Basic Salary	1	0.84
Remuneration	1	0.84
MANAGEMENT		
Basic Salary	1	0.98
Remuneration	1	1.01
PROFESSIONALS		
Basic Salary	1	1.05
Remuneration	1	0.97
NON-EXECUTIVES		
Basic Salary	1	1.07
Remuneration	1	0.98

GRI 2-21: ANNUAL TOTAL COMPENSATION RATIO

Ratio of highest paid : median value	15.35 : 1
Percentage increase in annual compensation for organisation's highest paid individual	25.48%
Median percentage increase in annual compensation for all employees (excluding the highest-paid individual)	4.29%
Ratio of percentage increase in highest paid: median value	5.94 : 1

21 Half of which is attributed to the expiry of Jurong West Bus Package in September 2024.

REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES AND COMMUNITIES

EMPLOYEE CARE

EMPLOYEE TRAINING, UPSKILLING AND DEVELOPMENT

Our employee training, upskilling, and development strategy is guided by a competency framework designed to facilitate holistic employee growth across three fundamental domains, technical competence, business excellence, and leadership development. These training programmes are supported by key technologies, such as our Competency Management System, which provides the foundation for structured, role-specific training and assessments. This ensures that every employee is well-equipped with the technical skills and knowledge needed to excel in their roles while supporting their career aspirations.

To promote career advancement, we encourage employees to discuss their career goals and training needs during their annual performance reviews. Feedback from these sessions helps us continually refine our training programmes. Our technical teams also conduct an annual Individual Development Plan exercise, recommending courses aligned with corporate seniority and job responsibilities. Reporting Officers use these templates to guide training discussions during performance appraisals, assisting in the development of our training schedule and strategy.

Partnership with Institute of Adult Learning

In 2023, SBS Transit partnered with Institute of Adult Learning (IAL) to co-develop pertinent continuous professional development programmes and training to enhance workplace productivity. The partnership resulted in the introduction of a new training programme for our Senior Bus Captains to equip them with the skills to better serve as Service Mentors for their juniors and gain recognised coaching competencies and best practices, enabling them to pursue a career as Driving Instructors within the Public Transport Sector. Since its launch, the programme has been conducted for 39 Senior Bus Captains.

Building on our existing partnership, SBS Transit signed a new MOU with IAL in 2024 to enhance our CARES Leadership Pathway programme, which supports the training and development of our supervisors and managers. This programme encompasses both soft skills training and process-driven learning in key areas such as human resources and finance. It also includes the development of targeted staff training programmes through workplace learning consultancy projects. These initiatives will equip our supervisors and managers with the essential knowledge and skills to perform their roles with greater confidence and effectiveness.



REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES AND COMMUNITIES

EMPLOYEE CARE

Investing in Our People Through Education

Established in 1978, our annual SBS Transit Education Award encourages employees and their families to strive for excellence. We recognise the dedication our employees contribute to building SBS Transit and, through this award, aim to inspire and uplift them through academic achievement.

In 2021, the SBS Transit Education Award played a crucial role in encouraging Izharul Azhar Bin Razis, then a technician at SBS Transit, to further his studies. With the financial support provided by the award, he successfully completed his Diploma in Electrical and Electronics Engineering this year. Izharul credits his mentors, Mr. Poh and Mr. Kahidir, for their guidance and inspiration to pursue higher education, which has allowed him to advance to the position of Assistant Engineer with the Downtown Line Facilities Management team.

For Bus Captain Toh Mui Lea, the Education Award alleviated the financial strain of her daughter's university education. She expressed her hope that the award would motivate Yoon Ke Tian, a first-year Maritime Studies student at NTU Singapore, to pursue her aspirations. In turn, Yoon Ke Tian conveyed her gratitude for her mother's commitment to providing quality education for her and her siblings.

In 2024, SBS Transit awarded a total of 68 Education Awards to staff members who exhibited leadership and potential, as well as to the children of our employees who demonstrated academic excellence.

 **68**

Education Awards
were awarded



SBS Transit Group CEO Mr Jeffrey Sim (left) presented the SBS Transit Education Award to Downtown Line Assistant Engineer Izharul Azhar Bin Razis (right).



SBS Transit Education Award recipient Natasha Koh (left) celebrated with her father, Customer Service Officer Koh Kheng Boon (centre), and mother (right) during the award ceremony.

Area of Impact:

Social Economic Contribution

REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES AND COMMUNITIES

EMPLOYEE CARE

Overseas Opportunities for Exposure

In a significant first, SBS Transit, a non-educational organisation, participated in the 47th WorldSkills Competition in Lyon, France. Our rail technicians, Izuddin and Rady, showcased their train maintenance skills in the Rail Vehicle Technology category at this prestigious global event, often referred to as the 'Olympics of vocational skills.'



Rail technicians Rady (right) and Izuddin (left) showcased their expertise in train maintenance during the 47th WorldSkills Competition in Lyon, France, under the Rail Vehicle Technology exhibition skills area.

Our 2024 Performance and Looking Forward

In 2024, the average training hours per employee increased significantly to 140 hours, compared to 86.6 hours in 2023. This figure for 2024 includes On-the-Job Training, academic learning sponsored by the company, and conferences—data that was unavailable for inclusion in previous years.

Additionally, each year, all staff members engage in performance evaluation and professional development sessions with their supervisors. These sessions focus on evaluating individual skills and accomplishments, aligning them with the company's objectives, and supporting personal career goals. Furthermore, senior management undergoes a more comprehensive review process that includes specific performance tasks and objectives.

Looking ahead, we remain steadfast in our belief that our company's strength is intrinsically tied to the success of our people. We will continue to champion their growth through sustained development initiatives, ensuring they have the tools and opportunities to excel.

GRI 404-1: TRAINING HOURS

Training Hours by Gender and Employee Category

	TOTAL NUMBER OF EMPLOYEES	TOTAL NUMBER OF TRAINING HOURS	AVERAGE TRAINING HOURS
GENDER			
Female	908	151,003	166
Male	8,701	1,196,749	138
Total	9,609	1,347,752	140
EMPLOYEE CATEGORY			
Senior Management	61	1,115	18
Management	183	12,984	71
Professionals	740	50,497	68
Non-Executives	8,625	1,283,156	149
Total	9,609	1,347,752	140

REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES AND COMMUNITIES

SOCIAL ECONOMIC CONTRIBUTION



Social Economic Contribution

Fostering positive social and economic impact within the communities we serve and the broader society

Mobility solutions are essential to every community as they facilitate travel, connect individuals, create shared spaces, simplify access to essential services, and bolster the local economy. By collaborating with local stakeholders and enhancing access to underserved areas, SBS Transit actively contributes to the vibrancy and appeal of local communities. This strategy underscores the Group's dedication to making shared mobility a significant driver of local development.

Driven by our C2E2 CSR framework—Corporate Philanthropy, Community Partnership, Employee Volunteerism, and Environment Stewardship—we take concrete actions to connect and grow the communities we serve. This includes providing cash donations and sponsorships, transportation and advertising space sponsorships, and volunteering our time to support community social efforts over the past year.

Working closely with our SSA partners, we also organise various community activities and continuously explore new avenues to positively impact society, all while upholding our commitment to sustainable urban development.



REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES AND COMMUNITIES

SOCIAL ECONOMIC CONTRIBUTION

Sustainable Philanthropy Framework

At SBS Transit, our corporate social responsibility efforts have long centered on philanthropy, sustainability, community engagement, and employee volunteerism. To further strengthen these initiatives, we are excited to be among the first to adopt the upcoming Sustainable Philanthropy Framework by the National Council of Social Service (NCSS). This new framework provides a robust structure that will enhance our ability to measure and maximise our social impact. By utilising the framework's metrics, we can track our progress more effectively, identify areas for improvement, and ensure our giving is long-term and sustained.

Ultimately, we believe that collective action is crucial for lasting change. We are committed to collaborating with the government and other organisations to share knowledge, resources, and best practices, aiming to amplify our collective impact and create a culture of sustained philanthropy for the benefit of future generations.

Growing our Impact with Community Chest

In 2024, we supported several of Community Chest's annual fundraising events, furthering our commitment to empowering underserved communities. This support builds upon the Memorandum of Understanding we signed in November 2023 to promote philanthropic giving within the public transport sector. Through these efforts, SBS Transit and our corporate partners raised \$250,000 in 2024, directly benefiting over 200 critical programmes serving children with special needs, at-risk youth, adults with disabilities, individuals with mental health conditions, and seniors and families in need.

Fú Dài (福袋)

Earlier in February, we participated in the Community Chest's annual lunar new year Fú Dài (福袋) event to bring joy and prosperity to seniors and families in need. More than 40 dedicated SBS Transit volunteers packed and delivered 200 festive bags filled with daily essentials and Lunar New Year treats.

SBS Transit Hearts 2024

SBS Transit Hearts 2024 marked our inaugural fundraising event, united in the mission to foster a caring and inclusive society for all. During the event, we hosted beneficiaries from MINDS, SPD, AWWA, and residents from Queenstown Constituency for a fun-filled day at Gardens by the Bay. Our specially trained SBS Transit Travel Buddies accompanied them on their journey, guiding them through public transport and providing tips for confident navigation.



Beneficiaries from Enabling Services Hub by SPD, AWWA, MINDS and Queenstown Constituency joined us at the SBS Transit Hearts 2024 fundraising event.

Mr Eric Chua, Senior Parliamentary Secretary for Ministry of Culture, Community and Youth and Ministry of Social and Family Development and Mr Jeffrey Sim, Group CEO of SBS Transit interacting with our beneficiaries.



REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES AND COMMUNITIES

SOCIAL ECONOMIC CONTRIBUTION

Making a Difference with the Cares Community Bus

Since its launch in November 2023, the SBS Transit CARES Community Bus has been a part of 248 outreach sessions, impacting over 2,500 of our beneficiaries. This specially refurbished public bus has made a significant impact in the communities we serve, offering a safe and controlled environment for individuals with special needs and patients undergoing rehabilitation to learn how to travel independently through familiarisation and rehabilitation programmes.

Earlier this year, the CARES Community Bus visited the Singapore Institute of Technology, providing Occupational Therapy students with the chance to apply their theoretical

knowledge in practical settings. Through roleplay activities and guidance from their professors, the students learned how to better assist wheelchair users on public buses, fostering greater empathy for their future clients.

As a caring and inclusive public transport operator, we are pleased that our CARES Community Bus positively impacts the community in diverse ways. We will continue to work with our existing partners such as Anglo-Chinese School (Junior), AWWA and Pathlight School to enable and empower our beneficiaries.

248 outreach sessions,
impacting over
2,500
of our beneficiaries



Approximately 40 students from AWWA School @ Napiri explored our CARES Community Bus, where they learned safety tips and proper commuting etiquette.

Area of Impact:

Resource Efficiency

Customer Experience

REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES AND COMMUNITIES

SOCIAL ECONOMIC CONTRIBUTION

Purple Parade

Marking our debut at this year's The Purple Parade with a 100-strong contingent, SBS Transit is proud to march alongside Public Transport Council, Caring SG Commuters, and all the other Public Transport Operators as One Transport Family to promote awareness and celebrate the abilities of persons with disabilities. We are also delighted to complete the march as One Team, where everyone (including our employees with disabilities) came together to support this meaningful cause.



SBS Transit participated in this year's Purple Parade as One Public Transport Family with a 100-strong contingent.

Our 2024 Performance and Looking Forward

As a public transport operator, we are dedicated to providing safe, reliable, and sustainable transportation services to the public every day. Our commitment extends beyond core operations, driven by a deep desire to give back to the community and ensure journeys are accessible for everyone, including individuals with disabilities. Led by our staff-initiated CSR Club, we actively engage in a variety of community impact initiatives, focusing on tangible support through in-kind donations, volunteerism, and charitable contributions. We forge strong community partnerships by working closely with social service agencies and their beneficiaries, maximising our collective impact and strengthening connections within the communities we serve. This collaboration ensures our initiatives and programs provide valuable support, empowering everyone to travel safely and confidently on our public transport network. Looking forward, we remain unwavering in this dedication, consistently exploring new opportunities to enhance our community engagement and make a lasting impact.

Ensuring ethical business and strong governance practices

Building trust is essential to our success. SBS Transit prioritises integrity and transparency in all stakeholder interactions, underpinned by strong governance.



Business Integrity
and Corporate
Governance



Responsible
Supply Chain and
Partnership



R&D, Technology
and Innovation



Cybersecurity
and Data
Privacy



Asset Protection
and Safety

ENSURING ETHICAL BUSINESS AND STRONG GOVERNANCE PRACTICES

BUSINESS INTEGRITY AND CORPORATE GOVERNANCE



Business Integrity and Corporate Governance

Upholding a culture of integrity and ethical
conduct throughout our organisation

A strong and effective governance framework ensures appropriate management, protects the interests of our shareholders and stakeholders, and achieves long-term sustainable growth. This framework supports our commitment to ethical operations, full legal and regulatory compliance, and upholding the highest standards of risk management.

CORPORATE GOVERNANCE

The Board of Directors acts as the steward of the Company's long-term value and sustainable growth. It sets the strategic direction, oversees all aspects of the Group's business, and holds executive management accountable for performance. Board members are required to act independently, prioritise the best interests of the company and its stakeholders, and always approach their duties in good faith.

The SSQC is also responsible for annually reviewing and approving SBS Transit's Sustainability Report, which includes our materiality assessment and performance against set targets. Our sustainability targets are regularly reviewed and agreed upon during SSQC meetings. SBS Transit's Senior Management provides the SSQC with quarterly reports on the organisation's ESG material topics, including reviews of ESG strategy, policy developments, and performance achievements. Any significant concerns from the SSQC are raised for discussion at the Board meetings.

Additionally, ESG considerations are integrated into Senior Management compensation. In 2024, the weightage of the consideration of ESG targets and performance metrics within compensation has increased from 20% to 25% of their annual balanced scorecard performance, instilling the accountability for achieving positive ESG outcomes that benefit both our shareholders and stakeholders.

Ensuring fairness in the nomination and appointment of board members

The Nomination and Remuneration Committee (NRC) prioritises diversity in Board composition and succession planning, ensuring all appointments are merit-based. To maintain a balanced and diverse Board, the NRC considers size and composition, emphasising a range of skills, knowledge, experiences, age, and gender. Candidates are evaluated for expertise in areas such as environmental stewardship, diversity, equity, inclusion, cybersecurity, corporate governance, and regulatory frameworks. Additionally, the NRC values experience across the labour, government, and business sectors to foster tripartism. This comprehensive approach aims to cultivate well-rounded discussions and informed decision-making.

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The latest revision of our Board Diversity Policy mandates the inclusion of at least one female director on each Board Committee. In 2024, one female director was a member of the NRC. Moreover, we have attained 27.3% female representation at the Board level, which surpasses the target established by Singapore's Council for Board Diversity.

Upon appointment, Directors receive the Board's terms of reference, which outline their authority, duties, and responsibilities. Directors must avoid conflicts of interest and, if any arise, promptly declare them, and recuse themselves from related discussions or decisions. If the Chairman faces a conflict of interest, such as during remuneration or re-election discussions, they must also recuse themselves, allowing remaining Directors to elect a peer to lead the discussion. Shareholders with concerns over the independence of our directors, or any other critical concerns have the option to use our independent whistleblowing channel to raise these areas to the Chairman of the Audit Risk Committee (ARC).

As of December 31, 2024, the Board comprised 11 Directors, with 63.6% being independent, exceeding the requirements of the SGX Listing Rules and MAS's Code. SBS Transit seeks Directors who exhibit integrity, expertise, business acumen, shareholder orientation, and a genuine interest in the Group.

Monitoring Board Performance

All directors at SBS Transit participate in an independent annual Board Performance Assessment that evaluates both individual and peer performance. This assessment reviews the effectiveness of the Board as a whole, as well as the individual performances of each Board Committee and Director. The NRC evaluates the overall performance and growth of the Board, the Board Committees, and individual Directors. Key factors considered in assessing each Director's contributions include meeting attendance, expertise in specialised areas, maintenance of independence, strategic networking, and involvement in corporate activities.

The performance of the SSQC is assessed through a review of the following:

1. The implementation of SBS Transit's sustainability strategies, including materiality assessment;
2. SBS Transit's compliance with policies, and alignment of sustainable development policies with laws and regulations;
3. The SSQC's commitment and appropriate allocation of resources to achieving the desired outcomes of SBS Transit's sustainability strategy, including the achievement of reported sustainability targets.

Quarterly Board meetings are held to discuss SBS Transit's impact on the economy, environment, and society, including due diligence processes. The Chairman of the ARC and the SSQC reports to the Board, seeking endorsement for policies or initiatives prior to implementation. In 2024, no critical concerns were identified, and hence, none were raised to the Board during that period.

Ensuring effective management of sustainability matters through our Board Training Programme

To ensure our Directors have the necessary expertise in sustainable development relevant to SBS Transit's operations, all directors have participated in a comprehensive one-time training as part of our Board Training Programme, titled "Environment, Social and Governance Essentials". Additionally, in 2024, the entire Board participated in a training programme curated by LTA, "Sustainable Urban Transport Planning and Strategies", which covered topics such as sustainable public transport systems and the use of innovative technologies, including electric buses and autonomous vehicles.

In the spirit of continuous improvement, the Chairman, who leads the NRC, has encouraged Directors to suggest any relevant training modules to Management. In addition, the company secretariat offers topical training programmes relevant to the Directors on an ad-hoc basis.

Our 2024 Performance

In 2024, SBS Transit continued to be recognised for its excellence in governance and sustainability disclosures. At the Singapore Corporate Awards, we received the Best Investor Relations Award (Silver). We were also honoured at the SIAS Investors' Choice Awards with the Singapore Corporate Governance Award, Singapore Corporate Sustainability Award, Shareholder Communications Excellence Award, and the Most Transparent Company Award in the Industrials category. Additionally, we were recognised in the SBR National Business Awards within the Transportation category. These accolades underscore SBS Transit's ongoing commitment to transparency, accountability, and excellence in corporate governance and sustainability practices. SBS Transit continued to excel in the 2024 Singapore Governance and Transparency Index, which evaluates the transparency, accessibility, timeliness, and quality of corporate governance practices and disclosures among listed companies. Achieving a score of 94 points, SBS Transit ranked 22nd, placing us within the top 5% of listed companies assessed, further highlighting our dedication to strong governance and transparency.

ENSURING ETHICAL BUSINESS AND STRONG GOVERNANCE PRACTICES

BUSINESS INTEGRITY AND CORPORATE GOVERNANCE

GRI 2-9: GOVERNANCE STRUCTURE AND COMPOSITION, 405-1: DIVERSITY OF GOVERNANCE BODIES

DIVERSITY OF GOVERNANCE BODIES	
Percentage of independent non-executive director	7
Percentage of non-independent non-executive director	2
Percentage of non-independent executive director	2
BOARD DIVERSITY	
Female	3
Male	8
DIRECTORS' LENGTH OF SERVICE	
Served < 9 years	11

The members of our Board of Directors can be found on our website here:

<https://www.sbstransit.com.sg/home/boardofdirectors>

GRI 2-9: COMPETENCIES OF THE BOARD RELEVANT TO THE IMPACTS OF THE ORGANISATION

EXPERIENCE, EXPERTISE, OR ATTRIBUTE	BOB TAN	CHENG SIAK KIAN	DESMOND CHOO	PATRICK DANIEL	SUSAN KONG	CONSTANCE KOH	CHRISTINA LIM	TAN KIM SIEW	EDWIN YEO	JEFFREY SIM	LIM TIEN HOCK
Accounting & Finance	✓			✓	✓	✓		✓	✓		
Business and Management	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓
Industry	✓	✓		✓				✓	✓	✓	✓
Strategic Planning	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓
Corporate Governance	✓		✓	✓	✓	✓				✓	✓
Trade Union	✓		✓	✓						✓	✓
Human Resource Management	✓				✓	✓			✓		✓
Legal and Regulatory					✓	✓			✓		
Government		✓	✓	✓				✓			
Communications			✓	✓							
Sustainability	✓			✓					✓		✓
Engineering				✓			✓	✓	✓	✓	
Training and Education	✓		✓	✓			✓		✓	✓	✓
Risk Management	✓		✓	✓	✓	✓			✓	✓	✓
IT								✓	✓	✓	
Cybersecurity		✓						✓	✓	✓	
Diversity, Equity & Inclusion	✓			✓	✓				✓		✓
Customer Experience	✓			✓					✓	✓	✓

Looking Forward

We will continue to uphold our corporate governance framework to protect the long-term interests of our shareholders by ensuring that decisions align with the well-being of the company and its stakeholders. Furthermore, we commit to promoting diversity among our Board members, and to ensuring robust governance practices in line with the Monetary Authority of Singapore's 2018 Code of Corporate Governance.

ENSURING ETHICAL BUSINESS AND STRONG GOVERNANCE PRACTICES

BUSINESS INTEGRITY AND CORPORATE GOVERNANCE

REGULATORY AND COMPLIANCE, ANTI-CORRUPTION AND ANTI-BRIBERY

We are committed to maintaining a culture of integrity, where any form of fraudulent or corrupt activity is strictly prohibited and intolerable. To ensure adherence to regulations, we have established a Code of Business Conduct that sets forth the principles and policies all employees and third parties acting on behalf of the company must follow. This Code incorporates stringent anti-corruption and anti-bribery measures, with a zero-tolerance policy for fraud and the improper use of monetary favours, gifts, or entertainment. We strongly encourage employees to avoid situations that could result in actual, potential, or perceived conflicts of interest. In cases of potential conflicts, employees must disclose them to their immediate supervisors and recuse themselves from the decision-making process.

Anti-Corruption Processes

All employees are required to complete the annual Code of Business Conduct refresher training. The training includes a compliance declaration that also requires employees to promptly report any investigations or charges brought against them by the authorities.

To ensure our supply chain partners uphold the same standards, suppliers are required to comply with our Supplier Code of Conduct. Any suppliers found engaging in fraudulent activities, corrupt practices, or non-compliance with our Code will face termination of future engagements. The Group Internal Audit team conducts regular audits to ensure the operational integrity of the Code of Conduct and anti-corruption measures.

Whistleblowing Policy

Our Whistleblowing Policy establishes clear and accessible channels for employees to confidentially report concerns related to potential financial improprieties or other improper business conduct without fear of any adverse consequences. Employees can also report incidents directly through the company's intranet link to the Chairperson of the ARC and/or the ComfortDelGro Group Chief Internal Audit Officer. All reported cases are promptly and thoroughly investigated and addressed. The Group Chief Internal Audit Officer records all whistleblowing incidents and reports them to the ARC.

Conflict of Interest Policy

Our commitment to business integrity is reinforced by our Group's Conflict of Interest policy, which promotes a culture of ethics and integrity among all representatives of SBS Transit. This policy provides guidelines for handling gifts, emphasising the Group's stance against using gifts or entertainment to gain undue advantage in business relationships. It prohibits the solicitation of gifts, seeking favours, or preferential terms for personal benefit from business partners. Employees are not allowed to offer or accept any gifts or entertainment without their supervisor's authorisation. Business gifts and entertainment on behalf of the Group must align with our highest ethical standards and relevant laws and should only serve to achieve business objectives.

Employees are to declare any potential conflicts of interest to HR during their employment. New hires must declare any conflicts upon onboarding, with these declarations reported to direct superiors, the Head of the Business Unit, and the Group Chief HR Officer. Additionally, employees involved in supplier onboarding, purchase requisitions, tender evaluations, and awards are reminded to make such declarations. To maintain awareness of avoiding conflicts of interest and ensuring fair business dealings, we conduct an annual declaration exercise, requiring all relevant employees to complete a mandatory declaration.

Furthermore, our procurement team is required to make an annual declaration on conflicts of interest and attend a "Procurement Fraud Prevention and Detection" workshop within their first two years of service. Employees who find themselves facing actual, potential or perceived conflicts of interest are required to immediately submit a declaration of conflicts of interest via the company's intranet.

Our 2024 Performance and Looking Forward

In 2024, SBS Transit maintained full compliance with laws and regulations, with zero instances of non-compliance resulting in sanctions, fines, or legal actions related to anti-competitive behaviour, antitrust law violations, or monopoly legislation. For further details, please refer to Appendix 1: GRI Index, GRI2-27, 206-1, and Appendix 2: SASB Index, SASB Rail Transportation TR-RA-520a.1.

We are proud to have upheld our stringent anti-bribery and corruption policies. In 2024, there were zero cases of corruption, no incidents of employee dismissal or disciplinary action for corruption, and no public legal cases related to corruption involving SBS Transit or our employees. Additionally, there were no incidents of contract termination or non-renewal with business partners due to corruption violations.

ENSURING ETHICAL BUSINESS AND STRONG GOVERNANCE PRACTICES

BUSINESS INTEGRITY AND CORPORATE GOVERNANCE

Our comprehensive whistleblowing policy, readily accessible on our website to both internal and external stakeholders, supports our commitment to transparency, accountability, and trust. To this end, the SBS Transit Alert Line remains a confidential platform for reporting actual or potential non-compliance with legal standards or our internal policies, ensuring individuals can continue to raise concerns without fear of discrimination or retaliation.

In 2024, six whistleblowing cases were reported through our whistleblowing channel to the ARC. Of these, one case was assigned to Group Internal Audit for investigation, but the allegation was ultimately unsubstantiated. The remaining five cases, involved operational matters that did not have bearing

on ethical standards or corporate integrity, were investigated and resolved by management. Protecting whistleblowers remains a top priority, and we are dedicated to enforcing appropriate consequences for any violations, thereby reinforcing our ethical standards and corporate integrity.

SBS Transit continues to enforce a zero-tolerance policy towards fraud and corruption, expecting all employees to adhere to high standards of professionalism and integrity. We are committed to complying with all applicable regulatory requirements regarding anti-corruption and anti-bribery practices and continuously seek to enhance our internal controls and compliance measures to prevent future incidents of corruption and fraud.

GRI 205-1: OPERATIONS ASSESSED FOR RISK RELATED TO CORRUPTION

Total number of operations	All
Total operations assessed for risks relating to corruption	All
Percentage of operations assessed for risks relating to corruption	100%

GRI 205-2: COMMUNICATION AND TRAINING ABOUT ANTI-CORRUPTION POLICIES AND PROCEDURES

	GOVERNANCE BODY	SENIOR MANAGEMENT	MANAGEMENT	PROFESSIONALS	NON-EXECUTIVES
Total number of persons	11	61	183	740	8,625
Percentage that the organisation's anti-corruption policies and procedures have been communicated to	100%	100%	100%	100%	100%
Percentage that received training on anti-corruption	100%	100%	100%	100%	100%

GRI 205-2: COMMUNICATION AND TRAINING ABOUT ANTI-CORRUPTION POLICIES AND PROCEDURES

Total number of business partners	1,363
Total number of business partners that the organisation anti-corruption policies and procedures have been communicated to	1,363
Total percentage of business partners that the organisation anti-corruption policies and procedures have been communicated to	100%

ENSURING ETHICAL BUSINESS AND STRONG GOVERNANCE PRACTICES

BUSINESS INTEGRITY AND CORPORATE GOVERNANCE

RISK MANAGEMENT

Effective risk management is a critical component of our business strategy, enabling us to identify, analyse, and proactively address potential threats to our operations. Our risk management approach incorporates ESG factors and climate-related risks. By recognising these risks early, we can implement measures to mitigate uncertainties and minimise their impact.

Acknowledging the significance of risk management, the Risk and Sustainability Steering Committee, collaborates closely with all business units to ensure the implementation of the Risk Management Framework across the organisation. Led by the Group CEO and comprising members from key divisions, the RSC provides bi-annual reports on enterprise risks updates to the Audit Risk Committee (ARC) and the Board.

To uphold effective risk management practices, our Internal and External Auditors conduct regular reviews, and any non-compliance or recommendations for improving on the internal controls are reported to the ARC.

SBS Transit's risk management approach is grounded in the following principles:

1. Foster and promote risk awareness among employees by integrating risk management into daily operations and establishing management-level commitment. We provide ongoing education, training, and exercises on risk management to cultivate a risk-centric culture.
2. Assign clear ownership and accountability for risk management processes to designated risk owners. Managers at all levels are expected to understand their business areas well and take responsibility for the implementation of risk management, while senior management maintains overall stewardship.
3. Regularly review and update risk identification, risk assessment, risk mitigation controls, and key risk indicators every six months to proactively manage risks within their risk appetite.

Our risk management process involves conducting risk screening across our operations and value chain through our climate scenario analysis and value chain analysis (as seen in our Climate Change Adaption and Mitigation section of the Sustainability Report) to identify key and emerging risks, updating our risk inventory, prioritising pertinent climate-related risks in relation to other organisational risks identified, and developing the appropriate risk controls and action plans. The risk inventory, risk indicators and any adaptation or risk mitigation action plans are regularly reviewed and reported as part of SBS Transit's overall risk management process, aligning to our Risk Management Framework.

Looking Forward

Moving forward, we will strive to uphold our dedication to assess and report on risks, as well as enhance our risk management system. We will persist in the development and execution of mitigation and action plans to safeguard our operations, services, and financial performance.



ENSURING ETHICAL BUSINESS AND STRONG GOVERNANCE PRACTICES

RESPONSIBLE SUPPLY CHAIN AND PARTNERSHIP

Responsible Supply Chain and Partnership

Building a sustainable and ethical supply chain through responsible procurement that prioritise transparency, compliance, social responsibility, and environmental sustainability across all our partners

Ensuring that our supply chain partners align with our internal standards of transparency, compliance, social responsibility, and environmental sustainability is of the highest importance to us. Thus, we actively manage our supply chain by implementing initiatives to ensure responsible and accountable procurement processes.

SBS Transit requires all tenderers and suppliers to declare their adherence to the **Supplier Code of Conduct**. This code sets out our expectations regarding compliance with laws and regulations, fair business practices, ethical conduct, social responsibility, and environmental sustainability. In 2024, we further enhanced our Supplier Code of Conduct on matters related to Environmental management, accounting for the responsible and efficient consumption of resources, avoidance of deforestation, and avoidance of biodiversity loss among our suppliers. This ensures that our partners and suppliers conduct their operations aligning with our environmental targets and sustainability practices, including adherence to internal policies, such as our Group level **Biodiversity Policy**. Together, we strive to achieve our collective ambitions on resource efficiency and environmental sustainability.

SBS Transit has established an ESG assessment, which is mandatory for all suppliers participating in Requests for Proposals with an award value of more than \$500,000. This assessment evaluates suppliers based on their policies, achievements, and disclosures, identifying any non-compliance with relevant ESG standards.

Our 2024 Performance and Looking Forward

In 2024, we engaged with a total of 1,363 suppliers, including 130 new additions to our procurement system. To ensure alignment with our **Supplier Code of Conduct**, 97.9% of these suppliers underwent screening based on environmental and social criteria, up from 96.5% in 2023. None of our screened suppliers have been identified to have significant actual or potential negative environmental or social impacts. For additional information, please refer to Appendix 1: GRI Index, GRI 308 and 414.

As part of our commitment to upholding the Supplier Code of Conduct, we onboarded all new suppliers through our procurement system. This process allows us to effectively communicate our compliance expectations regarding applicable laws, regulations, and policies in our operating environment. We ensure that we engage only with suppliers who demonstrate adherence to our policies.

ENSURING ETHICAL BUSINESS AND STRONG GOVERNANCE PRACTICES

R&D, TECHNOLOGY, AND INNOVATION

R&D, Technology, and Innovation

Driving innovation in public transport through research, technology, and strategic partnerships, supported by a culture of continuous improvement

Our commitment to deliver outstanding public transport services is evident in our ongoing investments in research and development (R&D), technology, and innovation. Beyond digitalising our operations and transitioning from manual processes, we actively seek to explore and champion new technologies to enhance efficiency, safety, reliability, and sustainability. Our efforts are guided by a five-year technology roadmap developed with internal and external stakeholders, ensuring strategic alignment with business objectives and long-term sustainability.

A culture of innovation is fostered through the driv-E programme that was launched in 2021. The name "driv-E" aptly reflects our core business in both bus and rail operations, while also symbolising a company-wide commitment to continuous improvement and providing safe, reliable journeys for our commuters. To further drive innovation and excellence, employees are empowered to lead projects that contribute to process excellence and continuous improvement.

We actively collaborate with our ecosystem of partners through strategic Memoranda of Understanding (MOUs). In 2024, we signed 35 new MOUs to establish partnerships that drive innovation, foster joint research, and accelerate the development of cutting-edge solutions. For example:

- **MOU with CRRC Qingdao Sifang:** To enhance DTL train reliability, a health management system trial is underway with CRRC. This system uses advanced analytics to monitor train components in real-time, proactively identifying potential faults and minimising disruptions.
- **MOU with Hitachi Rail:** An integrated smart system, utilising AI and data analytics, is under development with Hitachi Rail to optimise station management. The system provides real-time crowd insights and security alerts, enabling better crowd control and station safety.
- **MOU with Singapore Institute of Technology:** A Living Lab and Innovation Hub, designed to co-create solutions, is being established with the Singapore Institute of Technology to foster innovation. This collaboration will create a space for co-creating solutions, fostering positive change within the sector and beyond.

ENSURING ETHICAL BUSINESS AND STRONG GOVERNANCE PRACTICES

R&D, TECHNOLOGY, AND INNOVATION

Mobility Innovation Centre

Officially launched in 2024, the SBS Transit Mobility Innovation Centre (MINNOVA) serves as an innovation hub where local start-ups, SMEs, academia, industry leaders, and government agencies can collaborate to network, brainstorm, and co-create innovative solutions for challenges in the public transport industry. MINNOVA has played a key role in the development of technologies such as the MR-2, a multi-role robot that autonomously patrols bus interchanges and MRT stations to detect security concerns and perform cleaning duties. Another example is the Rail Incident Management System, designed to enhance customer experience during train service delays or disruptions using AI and data analytics by keeping passengers up to date on the latest service disruption information, recommend alternative travel options based on their locations and offer navigation direction to station exits.



Ms Low Yen Ling, Senior Minister of State, Ministry of Trade and Industry and Ministry of Culture, Community, and the Youth (left) and Mr Jeffrey Sim, Group CEO of SBS Transit (right) at the launch of MINNOVA.

Automating with Artificial Intelligence

SBS Transit is driving operational efficiency through the integration of Artificial Intelligence (AI). For train maintenance, the AI-enabled robotic dog (AVATAR) automates saloon and underframe inspections, resulting in faster, more accurate, and reliable processes.



AVATAR, an autonomous, AI-enabled robotic dog that assists with saloon inspections and underframe checks.

In safety and security, our video analytics-based Track Intrusion Detection System (Vanguard) has earned industry recognition, at the LTA Public Transport Safety and Security Awards 2024. Vanguard is now deployed across all 29 SPLRT stations.

Beyond these advancements, SBS Transit is actively implementing other AI-driven solutions, including a custom generative AI model for maintenance work order notes, predictive maintenance for equipment, AI-powered customer service chatbots, and intelligent timetable optimisation systems.

Future-Ready Training with Extended Reality

SBS Transit began implementing Virtual Reality (VR) training in 2023, starting with immersive railway safety scenarios. Building on this success, in 2024, we expanded VR training to Track Protection Officers, enabling them to practice critical safety procedures in hazardous environments.

We also developed and deployed a Mixed Reality (MR) Light Rail Vehicle (LRV) prototype, training over 20 LRV operators. Looking ahead, we will explore the potential of integrating wearable technology, and AI-powered role-playing to further improve training effectiveness and efficiency.

ENSURING ETHICAL BUSINESS AND STRONG GOVERNANCE PRACTICES

R&D, TECHNOLOGY, AND INNOVATION

Driving Rail Innovation through Digitalisation

SBS Transit continues to lead the industry in its digitalisation efforts. Our pioneering Rail Rover, a first-of-its-kind automated motorised multi-function track trolley with a modular design, has achieved 83% efficiency savings and significantly enhances rail network safety.

The Rail Rover accomplishes this by:

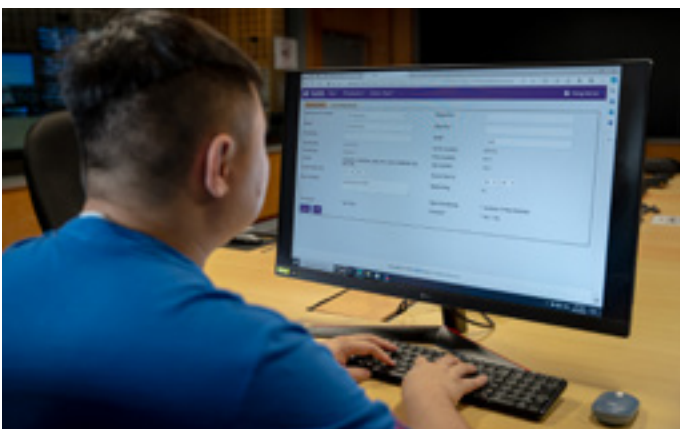
- Utilising ultrasonic capabilities to detect internal rail defects invisible to the human eye
- Employing laser technologies to precisely measure track geometry and third-rail alignment
- Assisting with third rail inspection, rail wear measurement, and fastener detection
- Monitoring third rail structural clearance and detecting water seepage in tunnels.
- Enabling timely maintenance to improve rail safety

Further demonstrating our commitment to digital solutions, the Track Access Management System (TAMS), fully implemented in 2024 for DTL and NEL stations and NEL Depot, saves over 35,000 sheets of paper annually. This in-house solution, developed to digitalise track access management and improve overall efficiency and workplace safety, also garnered industry recognition, winning the Singapore Business Review Technology Excellence Awards 2024 and the OpenGov Asia Recognition of Excellence 2024 Award. We will continue expanding TAMS implementation to SPLRT stations in 2025.

Our 2024 Performance and Looking Forward

We are committed to continuously exploring and integrating cutting-edge technologies to optimise resources and enhance operational efficiency and performance. This dedication is exemplified by the launch of MINNOVA, which serves as a vibrant hub for incubating innovative ideas and fostering close collaboration with ecosystem partners. Our commitment to discovering groundbreaking solutions that address the challenges faced by the public transport industry has also been recognised with various awards.

As we move forward, we remain steadfast in our commitment to integrating emerging technologies, such as AI, VR, and mixed reality, into our operations and training programs. This strategic approach not only enhances our service delivery but also ensures that we continue to meet the evolving needs of our commuters in a dynamic and ever-changing environment.



The Track Access Management System is a digitised in-house solution that enhances efficiency and safety in track access applications.

ENSURING ETHICAL BUSINESS AND STRONG GOVERNANCE PRACTICES

CYBERSECURITY, DATA GOVERNANCE AND PRIVACY

Cybersecurity, Data Governance and Privacy

Reinforcing our commitment to data privacy and security through robust cybersecurity measures and proactive data protection strategies

SBS Transit recognises the benefits of digitalisation for remote work, including cost efficiency, time savings, and productivity. However, it is imperative that we strengthen our defences against increasing cyber threats, attacks, and scams to protect assets and customer data. SBS Transit remains dedicated to fulfilling legal obligations concerning the collection, use, and disclosure of personal information. Efforts are ongoing to enhance internal capabilities to safeguard data, assets, and information.

Our cybersecurity governance framework encompassed both Information Technology (IT) and Operational Technology (OT) systems to protect our information assets and data to prevent security breaches. To ensure confidentiality, integrity, and ongoing availability of information and infrastructure, we comply to the highest security standards stipulated by local legislation, regulations, and industry i.e., Cybersecurity Amendment Act, Cybersecurity Code of Practice Second Edition Revision One for Critical Information Infrastructure, Land Transport Code of Practice 8, and Personal Data Protection Act.

Compliance with Cybersecurity Act

As a Critical Information Infrastructure Organisation (CIIO) under the Cybersecurity Act 2018, SBS Transit prioritises robust cyber-physical security, governance, and system resiliency to protect our bus and rail operation systems. Our comprehensive cybersecurity strategy, aligned with the Cybersecurity Act and LTA's recommendations, focuses on a framework of people, processes, and technology to manage both operational and information technology systems. This strategy ensures we can identify, address, and mitigate IT and OT system risks while complying with and enhancing data security requirements. Furthermore, we employ automated tools and regular practices like training, assessments, and audits to mitigate cybersecurity risks and minimise potential impacts like data breaches and reputational damage.

To cultivate a strong security culture, we regularly communicate with employees through bulletins, briefings, and specialised training sessions, raising awareness of personal data protection and data breach procedures. Our data security commitment is evident in our consistent compliance record and lack of major breaches, reflecting responsible data handling, stakeholder trust, and ongoing efforts to strengthen our cybersecurity, including collaboration with authorities to reduce cyber threats.



ENSURING ETHICAL BUSINESS AND STRONG GOVERNANCE PRACTICES

CYBERSECURITY, DATA GOVERNANCE AND PRIVACY

Cybersecurity Awareness Training

From comprehensive training to rigorous audits, SBS Transit prioritises a holistic approach to cybersecurity awareness and risk mitigation. All employees and contractors with access privileges receive mandatory cybersecurity awareness training aligned with the CSA Cybersecurity Code of Practice. Additionally, annual phishing simulations hone their ability to identify and react to cyber threats effectively. Beyond training, we actively engage independent cybersecurity experts to conduct regular audits of our CISO, ensuring our policies and practices remain relevant and effective. This multi-pronged strategy empowers our workforce and strengthens our defences against evolving cyber risks.

Annual Computer Emergency Response Blue Team Training

Team members are assigned and briefed on their roles and responsibilities during the cyber-range exercises. The objective of the blue team training is to ascertain the effectiveness of our Cybersecurity Incident Management Procedures according to the cybersecurity standards set out in the CSA Cyber Security Code of Practice and LTA Code of Practice for Cyber Security Incident Management Procedures in MRT systems.

Cybersecurity Table-Top Exercise

The cyber team carries out four table-top exercises annually for critical IT and OT systems to validate our Cybersecurity Incident Management Plan capabilities and operational processes to respond and recover from a major unforeseen disruption and ensuring business continuity in our operations. Our cybersecurity scenarios are rotated annually to simulate different types of cyber-attack such as ransomware attack, website defacement and distributed denial-of-service attack and major network failure in our environment. In addition, we participate in external Table-Top exercises at the national and sectional level annually.

Data Protection Trustmark Certification

As a leading public transport operator, we prioritise data privacy and continuously innovate to ensure data security in an increasingly digital world. This year, we are proud to announce that SBS Transit is the only public transport operator in Singapore to receive the Data Protection Trustmark for both our Bus and Rail operations. This certification from the Infocomm Media Development Authority highlights our commitment to responsible data protection practices and compliance with Singapore's Personal Data Protection Act.

Our 2024 Performance and Looking Forward

We constantly strive to maintain zero breaches to the Cybersecurity Act. In the year 2024, there were no major incidents of breaches and no substantiated complaints concerning breaches of customer privacy and losses of customer data. Our policies undergo a continuous review process to incorporate new requirements and measures aimed at enhancing the protection of our information and assets.

In addition, our regular audits on our IT and OT systems track the effectiveness of our actions and initiatives. We have reduced the number of non-conformities identified through audits to 10% for our IT systems, and we aim to achieve this for our OT systems moving forward. For more detailed information, please refer to Appendix 1: GRI Index, GRI418-1.

ENSURING ETHICAL BUSINESS AND STRONG GOVERNANCE PRACTICES

ASSET PROTECTION AND SECURITY

Asset Protection and Security

Safeguarding our assets through robust security measures and proactive vigilance



As a public transport operator, SBS Transit operates using assets and infrastructure owned by LTA. We take responsibility to implement controls and take necessary measures to ensure their protection and security in our daily operations.

We are committed to enhance asset management capabilities through continuous performance monitoring. To ensure staff readiness in handling security threats, the company conducts internal audits, red teaming exercises, and inspections regularly. All activities strictly comply with LTA's regulatory Codes of Practice. The covert red teaming exercises simulate real-world intrusions to evaluate security measures and test the effectiveness of protective strategies from an adversarial perspective. All our employees are required to attend our in-house Threat-Oriented Person Screening Integrated System (TOPSIS) programme, which aims to enhance situational awareness against potential threats.

Our Asset Management System Manual, reviewed and assessed annually, guides our measures and actions. Our Asset Management Policies, aligned with ISO55001:2014 Asset Management standards, and our Asset Management and Safety and Health Policy, provide employees with clear expectations and procedures for safeguarding our assets.

Regular internal audits, and external audits (by LTA) are conducted to ensure that our assets are maintained in accordance with the required standards. In addition, our engineering team oversees plans to achieve goals as set out within our Rail Asset Management Policy, including review of proposals for maintenance and renewal of our rail assets.

Security Symposium

Every year, we organise an internal Security Conference to continuously instill security awareness into all our frontline staff, ensuring they are updated on current security threats in an evolving security environment. In 2024, we launched the inaugural Security Symposium, bringing together vendors and partners to share the latest security technology and to recognise and award vigilant staff and partners. At the symposium, we established new partnerships by signing four MOUs with Weston Robot, Talonz Technologies, the Security Solutions Association of Singapore, and Temasek Polytechnic. These collaborations aim to deploy advanced technologies to enhance public transport security and develop training programmes to elevate the professionalism of public transport security officers. For example:

- **MOU with Talonz Technologies:** To leverage Talonz Technologies' extensive experience in installing and upgrading CCTV systems, as well as exploring and integrating other advanced security technologies, to address SBS Transit's evolving security concerns.
- **MOU with Weston Robots:** To leverage advanced robotics and automation technologies aimed at enhancing operational efficiency, security, and sustainability within the public transport sector.

ENSURING ETHICAL BUSINESS AND STRONG GOVERNANCE PRACTICES

ASSET PROTECTION AND SAFETY

- **MOU with Temasek Polytechnic (TP):** To enhance training opportunities and programmes between TP and SBS Transit

We invited our technology vendors to showcase their latest technologies being trialled or implemented at our premises. During the event, we also presented our internal Annual TOPSIS Award, recognising staff and contractors for their vigilance throughout the previous year. We aim to foster a future where collaboration and technology work in tandem to ensure our transport networks remain safe, secure, and resilient.

Technology Innovation

Our commitment to security involves the ongoing exploration of innovative technologies that complement our existing measures. To this end, we have implemented a Video Analytics system at our bus depots. This system triggers

with perimeter video surveillance cameras, adds an extra layer of security by creating lists of both blacklisted and authorised vehicles, allowing for controlled access.

Lastly, we introduced MARS (Mobile Autonomous Robotic Surveillance) at Seletar Bus Depot, an AI-enabled robotic dog equipped with advanced vision capabilities to navigate stairs and complex terrains while patrolling the depot for signs of intrusion and ensuring its security. To ensure safer commutes, SENTINEL, a smart security system, consolidates data from mobile CCTVs and security robots at our transport hub into a unified platform, providing security officers with real-time alerts and enabling rapid incident response.



Mr Baey Yam Keng, Senior Parliamentary Secretary for Ministry of Transport and Ministry of Sustainability and Environment (right), together with Mr Jeffrey Sim, Group CEO of SBS Transit (left), explored some of the latest security innovations available at the Symposium.



Meet MARS, the first-of-its-kind AI-enabled robotic dog currently being trialled at Seletar Bus Depot for intrusion detection.

alarms upon the detection of people, motorcycles, or bicycles crossing into predefined alert zones, enabling continuous, 24/7 monitoring of unauthorised entry and intrusion.

An Automatic License Plate Recognition (ALPR) system has been trialled at the bus depot, reading and recording the registration of all vehicles entering and exiting. This enables efficient access control for authorised vehicles and facilitates vehicle tracking within the depot. Deploying ALPR, coupled

Looking Forward

Looking ahead, our goal is to maintain 100% completion rate for TOPSIS training in 2025, ensuring that all staff acquire the essential skills and knowledge needed to effectively protect our assets. Additionally, we will continue to cultivate a security-aware environment among our tenants and contractors, emphasising their important role as supplementary observers while on our premises.

Appendices



APPENDIX 1: GRI INDEX

GRI Standard	Disclosure	Page Reference
GENERAL DISCLOSURES		
GRI 2: General disclosures	The organisation and its reporting practices	
	2-1 Organisational details	1, 2
	2-2 Entities included in the organisation's sustainability reporting	1
	2-3 Reporting period, frequency, and contact point	1
	2-4 Restatements of information	1
	2-5 External assurance	1
	Activities and workers	
	2-6 Activities, value chain and other business relationships	2
	2-7 Employees	68, 76
	2-8 Workers who are not employees	Workers who are not employees: 3,776
	Governance	
	2-9 Governance structure and composition	22, 23
	2-10 Nomination and selection of the highest governance body	77, 78
	2-11 Chair of the highest governance body	22
	2-12 Role of the highest governance body in overseeing the management of impacts	22, 23
	2-13 Delegation of responsibility for managing impacts	22, 23
	2-14 Role of the highest governance body in sustainability reporting	22, 23
	2-15 Conflicts of interest	78
	2-16 Communication of critical concerns	78
	2-17 Collective knowledge of the highest governance body	78, 79
	2-18 Evaluation of the performance of the highest governance body	78
	2-19 Remuneration policies	77
	2-20 Process to determine remuneration	77, 78
	2-21 Annual total compensation ratio	68
	Strategy, policies, and practices	
	2-22 Statement on sustainable development strategy	4, 5, 6, 7, 15
	2-23 Policy commitments	17, 64, 80
	2-24 Embedding policy commitments	80
	2-25 Processes to remediate negative impacts	80
	2-26 Mechanisms for seeking advice and raising concerns	66, 78, 80
	2-27 Compliance with laws and regulations	80
	2-28 Membership associations	13
	Stakeholder engagement	
	2-29 Approach to stakeholder engagement	21
	2-30 Collective bargaining agreements	66

APPENDIX 1: GRI INDEX

GRI Standard	Disclosure		Page Reference
DISCLOSURES ON MATERIAL TOPICS			
GRI 3: Material Topics 2021	3-1	Process to determine material topics	16
	3-2	List of material topics	16
	3-3	Management of material topics	See respective material topics
MATERIAL TOPICS			
GRI 3: Material topics 2021	Emissions and Energy		
	3-3	Management of material topics	25
GRI 302: Energy (2016)	302-1	Energy consumption within the organisation	28
	302-2	Energy consumption outside of the organisation	28
	302-3	Energy intensity	28
	302-4	Reduction of energy consumption	28
	302-5	Reductions in requirements of products and services	Not applicable to SBS Transit
GRI 305: Emissions (2016)	305-1	Direct (Scope 1) GHG emissions	27, 29
	305-2	Energy indirect (Scope 2) GHG emissions	27, 29
	305-3	Other indirect (Scope 3) GHG emissions	27, 29
	305-4	GHG emissions intensity	29
	305-5	Reduction of GHG emissions	27
GRI 3: Material topics 2021	Resource Efficiency		
	3-3	Management of material topics	30
GRI 303: Water and Effluents (2018)	303-1	Interactions with water as a shared resource	30
	303-3	Water withdrawal	31
	303-5	Water consumption	31
GRI 306: Waste (2020)	306-1	Waste generation and significant waste-related impacts	32
	306-2	Management of significant waste-related impacts	32, 33, 34
	306-3	Waste generated	34
	306-4	Waste diverted from disposal	34
	306-5	Waste directed to disposal	34

APPENDIX 1: GRI INDEX

GRI Standard	Disclosure		Page Reference
MATERIAL TOPICS			
	Safety and health		
GRI 3: Material Topics 2021	3-3	Management of material topics	46, 50
GRI 403: Occupational health and safety (2018)	403-1	Occupational health and safety management system	50
	403-2	Hazard identification, risk assessment, and incident investigation	50
	403-3	Occupational health services	50
	403-4	Worker participation, consultation and communication on occupational health and safety	50, 51, 52
	403-5	Worker training on occupational health and safety	50
	403-6	Promotion of worker health	63
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	50, 51
	403-8	Workers covered by an occupational health and safety management system	54 Number of employees covered under health and safety management system, internally audited system and externally audited system: 13,702 Number of workers who are not employees covered under health and safety management system, internally audited system and externally audited system: 3,776
	403-9	Work-related injuries	52, 53
	403-10	Work-related ill health	54
GRI 416: Customer health and safety (2016)	416-1	Assessment of the health and safety impacts of product and service categories	46, 47, 48, 49
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	49
	Employee care		
GRI 3: Material Topics 2021	3-3	Management of material topics	62, 64, 69
GRI 401: Employment (2016)	401-1	New employee hires and employee turnover	67
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	63
	401-3	Parental leave	75, 76
GRI 404: Training and education (2016)	404-1	Average hours of training per year per employee	71
	404-2	Programmes for upgrading employee skills and transition assistance programmes	69, 70, 71
	404-3	Percentage of employees receiving regular performance and career development reviews	69

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GRI Standard	Disclosure		Page Reference
MATERIAL TOPICS			
GRI 405: Diversity and equal opportunity (2016)	405-1	Diversity of governance bodies and employees	67
	405-2	Ratio of basic salary and remuneration of women to men	68
GRI 406: Non-discrimination 2016	406-1	Incidents of discrimination and corrective actions taken	66
GRI 407: Freedom of association and collective bargaining (2016)	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	66
GRI 408: Child labour (2016)	408-1	Operations and suppliers at significant risk for incidents of child labor	Not included given the context of having operations only in Singapore. SBS Transit has abided with all labour laws and regulations in Singapore and no cases of non-compliance.
GRI 409: Forced or compulsory labour (2016)	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Not included given the context of having operations only in Singapore. SBS Transit has abided with all labour laws and regulations in Singapore and no cases of non-compliance.
GRI 413: Local communities (2016)	413-1	Operations with local community engagement, impact assessments, and development programmes	72, 73, 74, 75
	413-2	Operations with significant actual and potential negative impacts on local communities	Zero operations with significant actual and potential negative impacts on local communities

APPENDIX 1: GRI INDEX

GRI Standard	Disclosure		Page Reference
MATERIAL TOPICS			
GRI 3: Material Topics 2021	Business integrity and corporate governance		
	3-3	Management of material topics	77, 80, 82
GRI 205: Anti-corruption (2016)	205-1	Operations assessed for risks related to corruption	80
	205-2	Communication and training about anti-corruption policies and procedures	80
	205-3	Confirmed incidents of corruption and actions taken	80, 81
GRI 206: Anti-competitive behavior (2016)	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	80
GRI 3: Material Topics 2021	Cybersecurity and data privacy		
	3-3	Management of material topics	87
GRI 418: Customer privacy (2016)	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	88
GRI 3: Material Topics 2021	Responsible supply chain and partnership		
	3-3	Management of material topics	83
GRI 308: Supplier environmental assessment	308-1	New suppliers that were screened using environmental criteria	83
	308-2	Negative environmental impacts in the supply chain and actions taken	83
GRI 414: Supplier social assessment	414-1	New suppliers that were screened using social criteria	83
	414-2	Negative social impacts in the supply chain and actions taken	83

APPENDIX 2: SASB INDEX

ROAD TRANSPORTATION - SUSTAINABILITY ACCOUNTING STANDARD

Topic	Accounting Metric	SASB Code	Page Reference
Greenhouse gas emissions	Gross global Scope 1 emissions	TR-RO110a.1	27, 29
	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	TR-RO110a.2	26, 27
	(1) Total fuel consumed (2) Percentage natural gas (3) Percentage renewable	TR-RO110a.3	28
Air quality	Air emissions of the following pollutants: (1) NO _x (excluding N ₂ O), (2) SO _x , and (3) particulate matter (PM ₁₀)	TR-RO-120a.1	NA
Driving working conditions	(1) Total recordable incident rate (TRIR) and (2) fatality rate for (a) direct employees and (b) contract employees	TR-RO320a.1	53
	(1) Voluntary and (2) involuntary turnover rate for all employees	TR-RO320a.2	68
	Description of approach to managing short term and long-term driver health risks	TR-RO320a.3	50, 51, 52
Accident and safety management	Number of road accidents and incidents	TR-RO540a.1	54
	Safety Measurement System BASIC percentiles for: (1) Unsafe Driving, (2) Hours-of-Service Compliance, (3) Driver Fitness, (4) Controlled Substances/Alcohol, (5) Vehicle Maintenance, and (6) Hazardous Materials Compliance	TR-RO540a.2	BASIC system is specific to the US and is not applicable to SBS Transit. However, SBS Transit has established other Safety Management Systems as detailed in the Safety and Health section of the report
	(1) Number and (2) aggregate volume of spills and releases to the environment	TR-RO540a.3	7 occurrences, 0.07m ³
Activity metric	Revenue ton miles (RTM)	TR-RO-000.A	NA – SBS Transit does not transport goods and hence this metric is not relevant
	Load factor	TR-RO-000.B	NA – SBS Transit does not transport goods and hence this metric is not relevant
	Number of employees, number of truck drivers	TR-RO-000.C	67, 75

APPENDIX 2: SASB INDEX

RAIL TRANSPORTATION - SUSTAINABILITY ACCOUNTING STANDARD

Topic	Accounting Metric	SASB Code	Page Reference
Greenhouse gas emissions	Gross global Scope 1 emissions	TR-RA110a.1	27, 29
	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	TR-RA110a.2	26, 27
	(1) Total fuel consumed (2) Percentage natural gas (3) Percentage renewable	TR-RA110a.3	28
Air quality	Air emissions of the following pollutants: (1) NO _x (excluding N ₂ O), (2) SO _x , and (3) particulate matter (PM ₁₀)	TR-RA-120a.1	NA
Employee health and safety	(1) Total recordable incident rate (TRIR), (2) fatality rate, and (3) near miss frequency rate (NMFR)	TR-RA-320a.1	53
Competitive behaviour	Total amount of monetary losses as a result of legal proceedings associated with anticompetitive behavior regulations	TR-RA-520a.1	80
Activity and safety management	Number of accidents and incidents	TR-RA-540a.1	54
	Number of (1) accident releases and (2) non-accident releases (NARs)	TR-RA-540a.2	Zero accidents and non-accident releases
	Number of Federal Railroad Administration (FRA) Recommended Violation Defects	TR-RA-540a.3	The FRA Recommended Violation Defects is specific to the US and is not applicable to SBS Transit. However, we have reported our accident and safety management metrics and systems as detailed in our Safety and Health section of the report
	Frequency of internal railway integrity inspections	TR-RA-540a.4	0.71
Activity Metric	Number of carloads transported	TR-RA-000.A	NA – SBS Transit does not transport goods and hence this metric is not relevant
	Number of intermodal units transported	TR-RA-000.B	NA – SBS Transit does not transport goods and hence this metric is not relevant

APPENDIX 3: ALIGNMENT WITH THE UN SDG TARGETS

Pillar	Key Focus Areas	Material Topics	SDG Targets
Driving Singapore's low-carbon ambition through environmental stewardship	Emissions and Energy  	Emissions and energy	SDG Target 7.1 – By 2030, ensure universal access to affordable, reliable, and modern energy services SDG Target 13.1 – Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries SDG Target 13.3 – Improve education, awareness raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning
	Resource Efficiency 	Water Waste management and circularity	SDG Target 12.7 – Promote public procurement practices that are sustainable, in accordance with national policies and priorities
	Sustainability Transition 	Sustainability transition	SDG Target 12.8 – By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature

APPENDIX 3: ALIGNMENT WITH THE UN SDG TARGETS

Pillar	Key Focus Areas	Material Topics	SDG Targets
Reinforcing our social responsibility to our customers, employees, and communities	Safety and Health 	Customer safety and health Employee and contractor safety and health	SDG Target 3.6 – By 2020, halve the number of global deaths and injuries from road traffic accidents
	Customer Experience 	Service quality Accessibility and inclusion	SDG Target 11.2 – By 2030, provide access to safe, affordable, accessible, and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons
	Employee Care   	Well-being and work life harmony Diversity, equal opportunity, human rights, and fair labour Employee training, upskilling and development	SDG Target 4.4 – By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs, and entrepreneurship SDG Target 5.5 – Ensure women’s full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic, and public life SDG Target 8.5 – By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value SDG Target 8.7 – Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms. SDG Target 8.8 – Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment.
	Social Economic Contribution 	Social economic contribution	SDG Target 11.2 – By 2030, provide access to safe, affordable, accessible, and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons

APPENDIX 3: ALIGNMENT
WITH THE UN SDG TARGETS

Pillar	Key Focus Areas	Material Topics	SDG Targets
Ensuring ethical business and strong governance practices	Business Integrity and Corporate Governance  	Regulatory and compliance, anti-bribery and anti-corruption Risk management and transparency	SDG Target 9.1 – Develop quality, reliable, sustainable, and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all SDG Target 16.5 – Substantially reduce corruption and bribery in all their forms
	Responsible Supply Chain and Partnership 	Responsible supply chain and partnership	SDG Target 12.7 – Promote public procurement practices that are sustainable, in accordance with national policies and priorities
	R&D, Technology and Innovation	R&D, technology and innovation	
	Cybersecurity, Data Governance and Privacy	Cybersecurity, data governance and privacy	
	Asset Protection and Security	Asset protection and security	

APPENDIX 4:

STAKEHOLDER ENGAGEMENT

Stakeholder	Forms of Engagement	Stakeholder priorities	Our response to priorities
Authorities	- Quarterly Sustainability Engagement meeting, and regulatory meetings with LTA - Regular meetings with Ministry of Transport (MoT), Public Transport Council (PTC), Ministry of Manpower (MoM) and the National Environment Agency (NEA)	- Operation key performance indicators - Safety and security - Accessibility - Carbon emissions reductions	- Review operation, safety, and security performances - Provide constructive feedback when Regulator reviews existing and implements new policies - Set ambitious targets to reduce consumption by identifying and implementing initiatives to reduce carbon emissions
Customers	- Information counters at bus interchanges and MRT stations - Regular updates on SBS Transit website, and Social Media platforms - QR code and hotline for queries and concerns - Annual customer satisfaction surveys - Press releases on company related news	- Reliability - Bus Captain Service - Security - Overall service experience	- Operate services well according to planned schedules and good schedule adherence - Adhere to robust safety standards and stringent checks across all operations - Conduct up-to-date training to all Bus Captains and Customer Service Officers to ensure the highest standards of safety, security and service are delivered
Employees	- Monthly sustainability engagement campaigns - Feedback channels via email, WhatsApp chat groups and face-to-face meetings to address concerns feedback and suggestions on environmental and social related issues - Regular visits by Management to the ground units	- Training and skills development - Appraisal and remuneration - Health and well-being at work - Motivation and moral	- Organise regular training courses and sustainability engagements to educate employees - Benchmark our employees' salaries to the market on an annual basis to ensure they are paid competitively - Organise annual health screenings and coaching to promote healthy lifestyle among our employees - Organise regular webinars and provide online resources to support the mental well-being of our employees - Provide appropriate uniforms and personal protection equipment to enhance workplace safety - Practise good management by walking the ground

APPENDIX 4: STAKEHOLDER ENGAGEMENT

Stakeholder	Forms of Engagement	Stakeholder priorities	Our response to priorities
Shareholders	- Annual General Meeting - SGX announcements - Press releases	- Active and adequate risk management - Timely and accurate updates	Committed to disseminate accurate and pertinent information to the market in a timely manner as part of good corporate governance
Partner/Suppliers	- Work closely with our Partners and Suppliers to ensure the smooth delivery of our services - Communicate our expectations on ESG matters	- Fair opportunity - Collaborative relationship - Timely and fair payment	- Ensure fair opportunity and responsible practices, as well as strict adherence to our Supplier Code of Conduct - Use of procurement software, to work closely with suppliers to improve processes and ensure compliance on ESG matters. - Implementation of ESG assessment with 10% weightage
Union	- Regular meetings with key Union leaders - Regular engagement lunches between ground managers and Union leaders - Monthly productivity meeting - Annual Management and Union retreat	- Job matching - Remuneration - Grievance handling - Rewards and compensations - Prepare workforce for the future - Improve Operation, Safety and Security key performance indicators	- Work closely with Union to achieve win-win outcomes for all - Collaborate with the Union to work with employees to improve Operation, Safety and Security key performance indicators
Communities	- School CARES engagement - Community outreach programmes - Media updates - Train Station/Bus Interchange adoption programme	- Latest technologies - Operation insights - Maintenance insights	- Drive CSR through employee volunteerism and corporate fundraising - Conduct depot tours with schools and communities - Enhance public engagement through collaborations with social enterprises, schools, and communities

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