



REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES, AND COMMUNITIES

REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES, AND COMMUNITIES



| SAFETY & HEALTH | CUSTOMER EXPERIENCE | EMPLOYEE CARE | SOCIAL ECONOMIC CONTRIBUTION |
|---------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------|
| Prioritising health and safety for all our stakeholders across our operations and services. | Maintaining customer satisfaction and experience through reliable and inclusive services. | Ensuring employee wellbeing and development through training opportunities and overall diversity and inclusion. | Facilitating positive impacts to the community and broader society. |

As a symbol of our unwavering commitment to delivering safe, reliable, accessible, and sustainable public transport, we are guided by our CARES 5.0 framework which recognises SBS Transit's priority in caring for our customers, staff, partners, communities, and the environment.



REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES, AND COMMUNITIES

First launched in 2008, the CARES framework provided comprehensive training to all employees to enhance customer service standards. The programme has seen great success in improving customer satisfaction levels significantly, with a 328% increase in customer compliments and a notable rise in the compliment-to-complaint ratio from 0.67 to 10.17.

In response to the changing landscape of public transport and our goal of establishing a sustainable partnership with the LTA, CARES 5.0 was launched to broaden its focus beyond customer service excellence. Key enhancements to our CARES framework include fostering positive relationships with colleagues, engaging with communities and partners effectively, and promoting environmentally responsible practices.

The updated CARES 5.0 Charter serves as a renewed commitment to caring for the Singapore public transport system, encompassing not just customers but also staff, partners, communities, and the environment. Launched in celebration of 50 years of dedicated service in Singapore, CARES 5.0 is at the core of our operations and demonstrates our enduring dedication to keeping Singapore's public transport system efficient.

SAFETY AND HEALTH

Ensuring the well-being and safety of our customers, employees and contractors continues to be a primary focus for SBS Transit. In this segment, we outline the measures we have implemented to protect the health and safety of our customers, employees, and contractors.

CUSTOMER SAFETY & HEALTH

WHY THIS ISSUE IS MATERIAL

We strive to provide a safe, secure, and dependable public transportation service as a testament to our reliability as a transport service provider. We prioritise the well-being of our customers by closely overseeing our operations, maintaining high standards, monitoring our services, and implementing preventive measures to minimise the risk of accidents. Despite the easing of Covid-19 restrictions, we persist in maintaining the cleanliness of our facilities to allow our customers to travel with confidence and an ease of mind.

HOW WE MANAGE THIS

SBS Transit's Safety and Health Policy emphasises the importance in ensuring overall safety throughout our train and bus systems and facilities, with a focus on overseeing the well-being of our customers. We actively involve our stakeholders to keep them informed about any corrective actions taken or updates aimed at preventing breaches in safety.

To demonstrate our dedication to create and sustain a secure environment for our customers, our Bus and Rail Safety Teams convene monthly Management Meetings to review and analyse the safety statistics. These meetings involve careful monitoring of significant incidents or accidents, including a formal examination of actions resulting from investigations, and implementing appropriate mitigation measures.

The Safety Focus Group serves as a platform for our Bus Captains to hold regular meetings with Interchange Managers, supervisors, or service mentors to discuss and update on safety issues. Bus Captains who have been recently involved in accidents are mandated to attend Focus Groups organised by their respective Interchange Group's mentors. The representatives from National Transport Workers' Union (NTWU) also actively participate in the focus group to offer assistance and support to Bus Captains, and to ensure that safety remains a top priority.

A thorough investigation is conducted to identify both immediate and underlying causes of any accidents or near misses that occur involving our stakeholders. This includes our employees, contractors, customers, and the public. Subsequently, remediation measures are devised to prevent the recurrence of such accidents. Over the years, our mitigation measures to prevent accidents have included operating process enhancements, reinforcement of rules, stringent departmental work instructions, and updates to training courses incorporating lessons learnt from past incidents.

We maintain open communication with our customers through the SBS Transit Customer Care hotline or email. Our Customer Care Officers respond to customers providing safety-related feedback. Consequently, these officers assess and address passenger feedback with the collaboration and advice of our Safety, Operations and Engineering departments facilitated through the Feedback Management Portal.

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OUR INITIATIVES

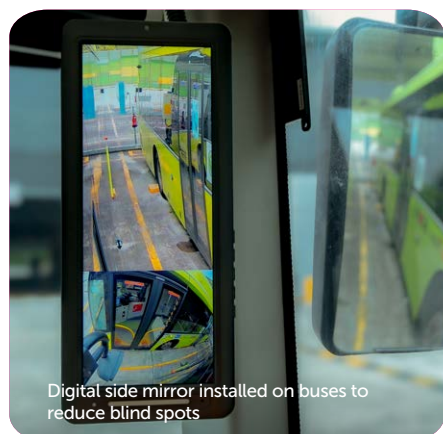
Prioritizing the health and safety of our customers and passengers, we have implemented a data-driven approach to identify and mitigate hazards and risks through targeted initiatives, as exemplified below.

Escalator Safety Enhancements

In the first quarter of 2023, we launched escalator safety messages in various languages including English, Chinese, and dialects such as Cantonese, Hokkien, and Teochew to target the elderly. These messages emphasised the importance of holding onto the handrail for safety. Speakers were installed in stations with higher accident rates such as Kovan, Hougang, and Boon Keng. To further enhance safety, we introduced enhanced pop-up emergency stop buttons in April 2023, making them easier to spot and use during emergencies. For improved passenger safety, 13 escalators across four DTL stations were upgraded to operate at dual speeds in 2023. In total, 53 dual speed escalators have been modified in 13 stations till date. During off-peak hours, these escalators run slower at 0.5 m/s, minimizing the risk of accidents, demonstrating our continuous commitment to prioritizing passenger safety on our escalators.

Reducing Blind Spots with the Digital Side Mirror

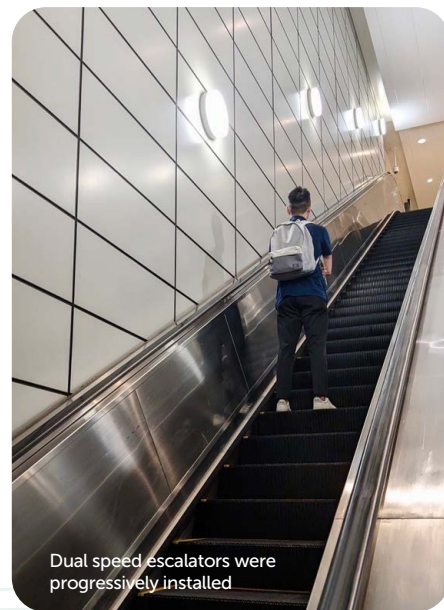
To enhance bus safety, SBS Transit is piloting a Digital Side Mirror system that utilises high-definition cameras and interior displays. This innovative technology provides drivers with a wider field of vision, eliminates glare, and automatically adjusts brightness for optimal visibility in both day and



Digital side mirror installed on buses to reduce blind spots



Enhanced pop-up emergency stop button signs to improve it's visibility



Dual speed escalators were progressively installed

night conditions, ultimately reducing accidents caused by blind spots.

"No-Falls-On-Board" (NFOB) Flyer Distributions at Bus Stops Near Polyclinic

To reach out to our vulnerable commuters, such as senior citizens and passengers with mobility aids, SBS Transit distributed NFOB flyers at bus stops near polyclinics across the island.

On top of our regular roadshows at bus interchanges, this targeted approach allows us to focus our outreach to specific commuter demographics such as to senior citizens, persons with disabilities, and pregnant women.

During each distribution, the NFOB team handed out tissue packs and flyers with "NFOB messages" engaging over 1,300 individuals on the importance of onboard safety.



Flyer distribution at bus stops near Toa Payoh polyclinic

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Road Safety & Accident Prevention Campaign

In 2023, SBS Transit has continued its efforts to promote safety messages to our customers. We take pride in being the first Public Transport Operator (PTO) to collaborate with the Traffic Police (TP) and KK Women's & Children's Hospital (KKH) in launching the "Be Safe, Be Seen" Road Safety Campaign on 28th March 2023, at Toa Payoh HDB Hub. The Guest of Honour for the event was Associate Professor Dr. Muhammad Faishal Ibrahim,

Minister of State for the Ministry of Home Affairs, and the Ministry of National Development, with Mr. Saktiandi Supaat, Member of Parliament (Bishan-Toa Payoh GRC) and Chairman of the Transport Government Parliamentary Committee as the Special Guest.

The campaign targeted Vulnerable Road Users (VRUs), including cyclists, motorcyclists, e-scooter riders, and others, and raised awareness among VRUs about the blind spots that

Bus Captains experience while driving on the road. At the same time, we educated VRUs about the potential dangers of being in these blind spots. Members of the public had the opportunity to be in the Bus Captain's seat to experience the blind spot's firsthand.

To spread this initiative wider, road safety messages were prominently displayed on the left, right, and rear portions of the 15 buses from six services throughout the island for a period of 3 months to remind VRUs.



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OUR PERFORMANCE AND LOOKING FORWARD

In 2023, upon our assessment of the health and safety impact of all our significant product and service categories, there were no incidents of non-compliance with regulations resulting in a fine, penalty or warning with regards to infringements to health and safety. We are pleased to also report that there were zero incidence involving customer and passenger health or injuries due to our maintenance works.

However, we had a total of three fatal traffic accidents. Of these, one was deemed to be an at-fault traffic accident by our Bus Captain and two not-at fault as they were collisions by other road users. SBS Transit has since stepped-up comprehensive measures to prevent future occurrences. These include sharing the case for driver awareness, enhanced training programmes, stricter enforcement checks, and a focus on defensive driving skills.

This commitment to ongoing safety education and enforcement aims to cultivate a culture of safe driving with minimal accidents, ultimately benefiting passengers and the wider community.

At SBS Transit, our goal is to minimise the number of at-fault traffic accidents and strive for zero incidents in the following areas:

- Mainline service collision
- Mainline service derailment
- Fire incidents in tunnel

Bus - Road & Passenger Safety

| | 2021 | 2022 | 2023 |
|-------------------------------------------------------------------------------|------------|------------------------------------------|------------------------------------------|
| Road & Passenger fatalities | 2 | 3 (inclusive of 2 not-at-fault cases) | 3 (inclusive of 2 not-at-fault cases) |
| Passenger injuries – including 3rd party (Rate per million passengers) | 278 (0.47) | 289 (0.46) | 367 (0.42) |
| Number of bus accidents per 100,000km | 0.1 | 0.1 | 0.1 |

EMPLOYEE AND CONTRACTOR SAFETY & HEALTH

WHY THIS ISSUE IS MATERIAL

Safeguarding the well-being of our staff and contractors stands as our foremost concern as a provider of public transportation services. Failure to follow safety and health guidelines may result in negative impacts on our staff, contractors, customers, communities, and overall reputation.

HOW WE MANAGE THIS

Every employee at SBS Transit has a part to play in maintaining a safe work environment. Our management team is responsible for ensuring the safety of our employees and contractors by enforcing compliance with relevant rules and regulations, such as the Workplace Safety and Health Act. The management team promotes communication among all parties involved to address and resolve any potential safety issues. Department heads and managers are responsible for identifying and controlling potential hazards through regular risk assessments and safety inspections. They must also comply with legal requirements and procedures. All safety incidents involving staff, contractors, and the public are thoroughly investigated, and appropriate

corrective measures are taken when necessary. Our 'Just Culture' creates an environment where employees can freely report errors and near-misses without fear of punishment, this prevents future errors and fosters shared responsibility.

Risk assessment and hazard identification are performed to minimise any potential threats from materialising in the workplace. At SBS Transit, this is conducted through safety incident reviews, in Rail and Bus Business Meetings and the Safety Steering Committee Meeting. The feedback gathered from these reviews are monitored and in-depth analysis are conducted in areas assessed to be high risk. Control measures are established to prevent and address the recurrence of such incidents.

We have implemented a Safety and Health policy, which outlines our foremost priorities in relation to operational and workplace health and safety for employees and contractors. This includes adherence to statutory and licensing requirements, preventing loss of lives and injuries, fostering a culture where health and safety is paramount, and encouraging worker participation. SBS Transit also ensures that all personnel, including both

employees and contractors, receive the necessary training with regards to identifying, assessing, and eliminating potential hazards as they carry out their day-to-day duties.

STRENGTHENING OUR OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT SYSTEMS

SBS Transit's health and safety management system is awarded with the ISO 45001 Occupational Health and Safety Management System certification, affirming our complete adherence to the Workplace Safety and Health (WSH) Act and the Ministry of Manpower's Approved Code of Practice. This underscores our commitment to fostering health and safety through the implementation of a comprehensive management system that adeptly handles all potential risks and hazards. All employees with the exception of contractors, are covered by our health and safety management system.

The WSH Risk Management Procedure identifies and addresses risks relating to safety and health through risk assessments and the implementation of corresponding risk control measures before the go-ahead is given for any work done.

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All workplaces must conduct thorough risk assessments for their work activities and processes in alignment with the WSH (Risk Management) Regulations. Regular risk assessments are conducted to identify potential hazards in the workplace. This involves examining tasks, equipment, chemicals, and processes to pinpoint potential risks to employee safety. Hazard identification enables SBS Transit to set-up proactive measures to mitigate any potential risks.

Our Safety Management System undergoes a comprehensive review annually. This review occurs during the annual management review meeting, following both internal and external certification audits. This process ensures continuous improvement and strengthens our confidence in the effectiveness of our safety measures further bolstered by regular updates to safety instructions and procedures. The annual internal audits are conducted by department teams specialising in auditing the implementation of and compliance to the integrated (ISO 9001, ISO45001 and ISO55001) management system. This year, the internal audits took place in July 2023.

Accredited external certification bodies conduct the annual external audits, which include onsite physical workplace assessments. We also conduct internal inspections and safety observations to identify and mitigate potential workplace hazards. All department heads, managers, executives, and Workplace Safety and Health Officers perform monthly safety inspections, while Senior Management and union representatives conduct quarterly safety walkabouts.

Our Hazard Incident Report System and Incident Reporting and Investigation Reports Procedure adopts the People Environment Equipment Procedures Organisation methodology to investigate all incident reports. This methodology identifies breaches via a Reason Model Analysis on active failures, which mostly concern human errors together with environmental risks or other triggering events. SBS Transit has also implemented the Bus Interchange Depot Access Request (BIDAR) System, it serves as an electronic Access Permit designed for external entities such as contractors, vendors, and other third parties. This system is an essential prerequisite for gaining entry into SBS Transit premises before commencing any hazardous work activities.

Overall, the implementation of the BIDAR system underscores SBS Transit's commitment to stringent safety measures, ensuring that all external entities adhere to safety protocols and standards before conducting any hazardous work activities on SBS Transit premises. This proactive approach not only safeguards the well-being of individuals working within the depots but also contributes to a culture of safety and compliance within the organization.

OUR INITIATIVES Safety Champion Retreat 2023

To celebrate the dedication and invaluable contributions of our Safety Champions, SBS Transit hosted the first-of-its-kind Safety Champion Retreat in December. Held at Holiday Inn Hotel @ Orchard, the retreat brought together 35 champions from both Bus and Rail businesses for an enriching experience. The event provided a platform for them to share their year-long accomplishments and insights, fostering knowledge exchange and collaboration across operations. This initiative sets a remarkable precedent in recognising and honouring the crucial role Safety Champions play in ensuring staff and passenger safety.



Safety Champion Retreat 2023

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Rail Safety Symposium

Our inaugural Rail Safety Symposium, themed “One Rail Safety Culture – People First” was held in November 2023, to showcase our Rail Business’ focus on safety excellence and to create a cross-learning and collaborative platform with our partners. The symposium highlighted our safety initiatives through the showcase of the latest safety technological innovations such as the Virtual Reality Railway Safety Trainer. More than 200 guests consisting of business partners, LTA, WSHC, SISO, NTUC, NTWU, and other public transport operators with Senior Minister of State, Amy Koh as the Guest of Honour were in attendance.



Rail Safety Symposium

Virtual Reality Railway Safety Trainer

The SBS Transit Rail Training Institute (RTI) developed a cutting-edge Virtual Reality (VR) railway safety trainer. This immersive program allows trainees to navigate realistic underground railway tunnel environments and practice crucial safety procedures, without the limits of track access after operational hours. An estimated 250 staff will undergo training with the VR trainer annually.

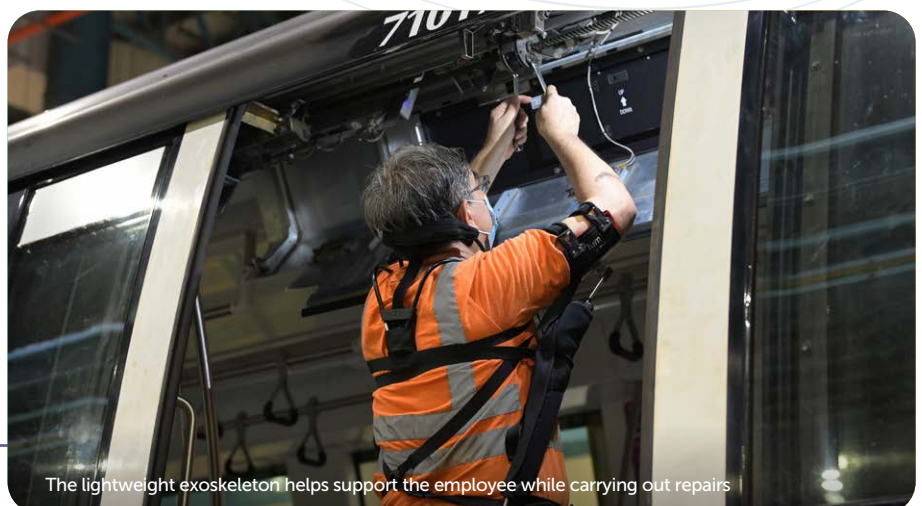
The VR trainer offers a safe and controlled environment for trainees to learn vital skills like hazard identification, emergency response, and proper radio communication. Instructors can monitor trainees’ focus and provide feedback using visual tracking, while voice recognition helps ensure trainees master the correct protocols for radio communication. This innovative approach enhances safety awareness and prepares railway professionals for real-world situations.



Employee trying out the VR Reality Safety Trainer

Wearable Mechanical Exoskeleton

To provide a safer work environment, we introduced an exoskeleton system at our train depots to minimise the physical strain associated with overhead fittings on the train undercarriage. The exoskeletons are lightweight wearable mechanical devices designed to support one’s upper arms and neck, alleviating joint and muscle strain.



The lightweight exoskeleton helps support the employee while carrying out repairs

REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES, AND COMMUNITIES



“Spot, Stop and Report!” Campaign

It is imperative that a proactive and pre-emptive approach is taken towards safety. At the launch of the National Trades Union Congress (NTUC) “Spot, Stop and Report” campaign on 22nd September 2023 at Sengkang NEL Depot, supported by SBS Transit, our management team signed a pledge committing to support our workers’ right to call for a “stop-work order” if they deem any work unsafe, as well as a programme to help employees take ownership of their safety. This momentous occasion firmly establishes SBS Transit as a leader in fostering and promoting a culture of transparent reporting within the industry.

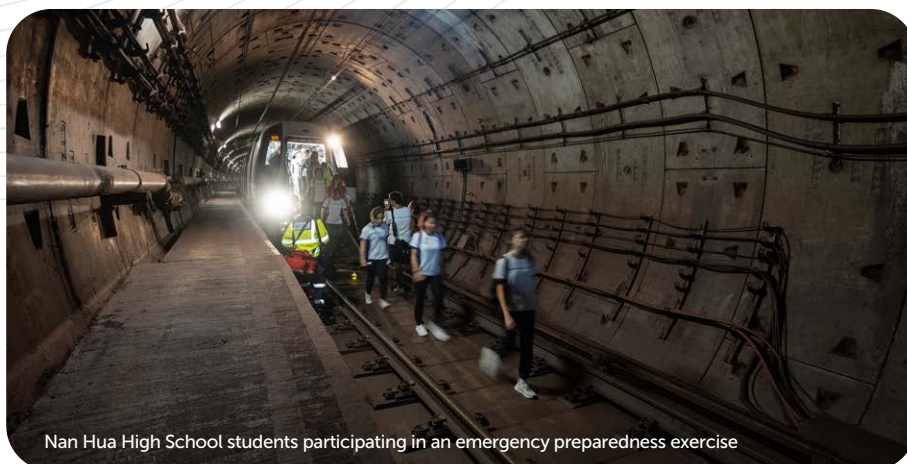
Emergency Preparedness Exercise

In 2023, we conducted four emergency preparedness exercises for bus operations and services in Boon Lay Bus Interchange, Bedok Interchange, Bukit Batok Bus Depot, and Hougang Bus Interchange as well as 19 exercises at various MRT stations like Serangoon Station, Outram Park Station, Beauty World Station etc. These exercises seek to hone the readiness of our staff in managing unexpected scenarios such as bomb threats, multi-line service disruptions, or armed knife attacks.

Through these exercises, our safety teams are able to frequently review the actions taken to manage the scenarios. Any recommendations or improvements discovered through the exercise will be incorporated into our emergency preparedness action plans. These scenarios built up staff confidence and knowledge to perform timely and effective actions to manage any potential similar real-life incidents.

Beyond collaborating with external agencies like Singapore Civil Defence

Force and LTA on emergency drills, SBS Transit actively engages the wider community in its emergency preparedness exercises. In May 2023, students from Nan Hua High School experienced a stimulated train fault requiring students to evacuate via the detrainment door, walk along the tracks, and climb an emergency shaft to reach street level. These exercises not only help validate our contingency plans and emergency response but also equip participants with valuable knowledge and experience.



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Mr. Lee Yam Lim, Head Downtown Line, second from the right at the bizSAFE Partner Awards 2023

OUR PERFORMANCE AND LOOKING FORWARD

SBS Transit's unwavering commitment to health and safety is evident through our achievements. We successfully retained the ISO 45001 OHSMS certification, attained bizSAFE Star and Workplace Safety and Health (WSH) Advocate status for our Bus Business, and, most notably, our Rail Business earned the prestigious bizSAFE Partner Award 2023 as the sole public transport operator. These recognitions stand as a testament to our dedication to upholding the highest safety standards across all our operations.

At SBS Transit, we place a strong emphasis on the prevention of workplace incidents and prioritise the health and safety of our employees. We are fully committed to regularly reviewing and enhancing our safety management systems to ensure ongoing improvement. As part of our Safety and Health Policy, we adhere strictly to all applicable health and safety regulations and are dedicated to taking corrective actions in the event of any incident occurrences.

From 2023 onwards, the SSQC took up an additional role to provide oversight of all safety and health related matters in the organisation. The committee reviewed the policies and practices established by the individual business units, assessed the safety & health target, and measured the performance against the targets to ensure the organisation's strategic plans and business goals are adequately considered. The committee also monitored and considered emerging safety & health trends and issues that might have strategic, business, and reputational implications to the company, as well as received periodic reports from the management or external parties on safety and health topics and made recommendations to the Board as necessary.

The three high-consequence injuries identified for SBS Transit includes (1) slips, trips, and falls, (2) injuries due to traffic accident, and (3) injuries due to misstep. These hazards are determined through statistic records, regular workplace inspections, and incident investigation reports.

Slip, trips and falls, and injuries due to misstep are attributed to personal negligence and lack of situational awareness. On the other hand, injuries due to traffic accidents are largely attributed to the failure of compliance to standard operating procedures, personal negligence, and other factors denoted through investigative outcomes. To minimise and eliminate the occurrences of these risks, we continually enhance our awareness and educational efforts, and carry out enforcement of standard operating procedure compliance.

In 2023, Bus and Rail saw a decline in workplace accidents, leading to reductions in Work Injury Rates and recordable work-related injury rates. These results demonstrate the effectiveness of ongoing efforts to prioritise staff safety and minimise workplace injuries.

We will continue to improve our policies and initiatives over the coming years to provide a safe working environment, and strive to achieve zero injury amongst our workforces.

REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES, AND COMMUNITIES



GRI 403-9: Work-Related Injuries
SASB Standards Road and Rail Transportation: TR-RO320a.1 & 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 | 24 | 3 |
| Main types of work-related injury | Slips, trips and falls | Slips, trips and falls |
| Number of hours worked | 27,552,232 | 11,610,441 |
| Rate of fatalities from work-related injuries | 0 | 0 |

Occupational Health & Safety Rates¹³

| | | |
|--------------------------------------------------------|------|------|
| Rate of high-consequence work-related injuries | 0 | 0 |
| Rate of recordable work-related injuries ¹⁴ | 0.87 | 0.26 |

GRI 403-9: Recordable Work-Related Injury for All Employees¹⁵

| | BUS | | | RAIL | | |
|--------|------|------|------|------|--------------------|------|
| | 2021 | 2022 | 2023 | 2021 | 2022 ¹⁶ | 2023 |
| Number | 38 | 25 | 20 | 6 | 7 | 7 |
| Rate | 1.83 | 1.22 | 0.70 | 0.71 | 1.21 | 0.86 |

Work-Related Injury Rate (WIR) per 100,000 Employed Persons

| WIR PER 100,000 EMPLOYEES ¹⁷ | 2021 | 2022 | 2023 |
|-----------------------------------------|-------|---------------------|-------|
| Bus | 420.9 | 245.3 | 188.0 |
| Rail | 160.0 | 191.8 ¹⁸ | 181.3 |

¹³ Multiplier used to calculate occupational health and safety rates is 1,000,000

¹⁴ 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.

¹⁵ 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 2023 Bus employees is 21,798,120 and Rail 5,754,112 hours, while Bus contractors is 6,912,000 and Rail 2,378,569 hours.

¹⁶ An increase in 2022 Rail non-fatal injury numbers from 4 to 7 resulted in an increase in recordable work-related injury rate from 0.69 to 1.21.

¹⁷ The calculation of WIR is based on the formula of (number of fatal and non-fatal injuries / numbers of employees) x 1,000. In 2023, employed persons and contractors for Bus and Rail were 10,638 and 3,860 respectively.

¹⁸ Due to the restatements of non-fatal injury numbers, Rail WIR have been updated accordingly.

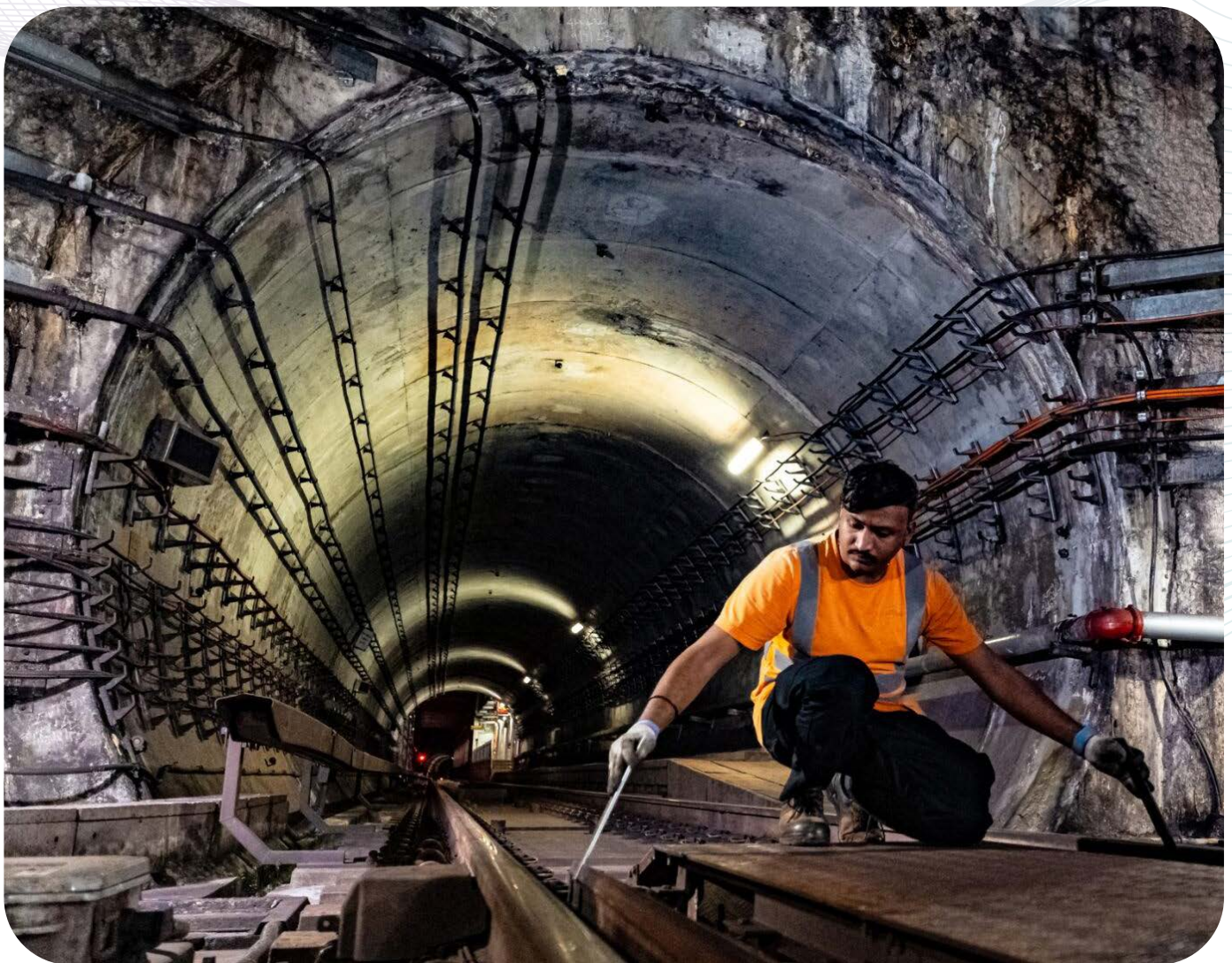
REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES, AND COMMUNITIES

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 & Safety Management

| ACCIDENT & SAFETY MANAGEMENT | TOTAL RECORDABLE INCIDENT RATE (TRIR) ¹⁹ | TOTAL FATALITY RATE |
|------------------------------|-----------------------------------------------------|---------------------|
| Direct employees | 0.18 | 0 |
| Contract employees | 0 | 0 |



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

Our business philosophy revolves around prioritising our customers' needs, with a commitment to delivering excellent customer experiences. This segment emphasises our ongoing initiatives to improve service quality, enhance customer care and relationships, and promote inclusivity and accessibility.

QUALITY OF SERVICE

WHY THIS ISSUE IS MATERIAL

Our business is built on delivering delightful service to our customers, embodying our business ethos of "Putting customers first". We are committed to deliver a reliable and excellent customer experience, aligning with the goal of advancing Singapore's sustainable transition and reducing carbon emissions through increased public transportation ridership. This year, while maintaining our commitment to reliability and delivering a positive customer experience, we have also prioritised enhancing the customer experience to further increase public preference for public transport.

HOW WE MANAGE THIS

Customer complaints, compliments and feedback are handled by our Customer Care Team while strategic initiatives to improve customer experience are managed by the Customer Experience Team; both of which are under the Customer Experience and Communications department. The respective Bus and Rail Customer Experience departments execute initiatives focused on customer experience directly linked to operational aspects impacting on-the-ground customer service.

Managing customer experiences across our operations involves regular discussions among Senior Management and regular communication with all department heads. We conduct monthly management meetings and quarterly staff engagements for both Bus and Rail Operations to present initiatives and address issues. SBS Transit monitors customer satisfaction through independent customer satisfaction surveys conducted.

The quality of our service rendered is tracked through the following criteria:

1. Compliments and commendations
2. Complaints
3. Feedback received through our various channels including our website, mobile app, Facebook page, emails, customer care hotline and passenger service teams

Our customer satisfaction is tracked via the following criteria:

1. Annual independent commissioned surveys
2. Online quarterly satisfaction surveys

Common feedback received through our customer feedback channels relates to our Bus Captains customer service, driving behaviours and rail station infrastructure and facilities.

All feedback is carefully analysed before being routed to relevant departments for investigation. For valid complaints, we ensure actionable insights are implemented and a response outlining the corrective actions taken is provided to feedback providers.

OUR INITIATIVES

Waymap-SG Navigation Application

SBS Transit partnered with London-based Waymap to launch Waymap-SG, an audio-based wayfinding app for the visually impaired that functions without the need for GPS, WiFi or Bluetooth signals. The first of its kind in the Asia-Pacific, it calibrates continuously with the user's walking gait and speed to offer a personalised experience. With the involvement of Guide Dogs Singapore and the Singapore Association of the Visually Handicapped, the app was fine tuned to be more user-friendly before it was launched to the community for use. SBS Transit also signed a Memorandum of Understanding (MoU) with Waymap to solidify our continuous commitment to co-create innovative smartphone navigation solutions for a more inclusive and accessible public transportation system.



Waymap-SG was officially launched by Mr Baey Yam Keng, Senior Parliamentary Secretary for the Ministry of Transport and the Ministry of Sustainability and the Environment at Tampines MRT Station.

REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES, AND COMMUNITIES

CARES Training

The SBS Transit CARES training programme, aligned with the CARES 5.0 Charter, uses hands-on learning to reinforce service standards and inclusivity, particularly with diverse communities and customers. The programme heavily focuses on inclusivity, partnering with SG Enable having trained over 6,500 employees through immersive learning experiences at the Enabling Village. This equips employees to better assist passengers with various needs, fostering empathy and knowledge to create a truly inclusive and accessible public transport experience for everyone.

OUR PERFORMANCE AND LOOKING FORWARD

In 2023, we saw a 17.1% increase in the number of compliments and commendations received and a 6.8% decrease in the number of complaints received. This affirms the effectiveness of our customer experience initiatives and staff training programmes.

Set to launch in the second half of 2024, SBS Transit and Enterprise Singapore have joined forces to establish the SBS Transit Mobility Innovation Centre (MINNOVA).

MINNOVA will focus on co-creating innovative mobility solutions to address transportation challenges in Singapore and beyond. This initiative allows SBS Transit to work with local SMEs and start-ups on mobility-related solutions in the areas of sustainability, automation, safety and security.

We remain committed to delivering positive customer experiences as they travel with SBS Transit.

CUSTOMER CARE AND RELATIONSHIP

WHY THIS ISSUE IS MATERIAL

We are dedicated in providing excellent customer care to ensure a positive experience for all our customers. Building lasting relationships is essential to the core of our business. It is crucial that we establish strong connections which will in turn, contribute to the improvement of our brand.

HOW WE MANAGE THIS

As a provider of public transportation services, it is important for us to address the travel requirements of our customers to ensure excellent customer care. By paying attention to the needs of our customers, we can formulate solutions and implement

initiatives to improve their overall travel experience. Our objective extends to cultivating a compassionate community, encouraging customers to support each other through acts of kindness and consideration.

To achieve our customer care goals, our Customer Experience Taskforce coordinates monthly meetings involving interchange managers and key stakeholders such as the Customer Experience teams and the Training department. These meetings are focused on resolving and preventing instances of subpar customer experiences both on buses and at our bus interchanges. Additionally, Senior Management, Heads of departments, depot heads, and the Customer Experience teams participate in monthly meetings to assess and evaluate our performance in service delivery and customer service. These management checkpoints along with regular staff engagement sessions, play a vital role in keeping our workforce engaged and well informed about the various initiatives and measures implemented to enhance customer care and relationships.



CARING

- Be Polite, Patient & Helpful
- Be Kind to the Vulnerable

ADAPTABLE

- Be Innovative to Stay Ahead
- Be a Good Partner to Achieve More

RELIABLE

- Be Honest & Dependable

EARTH-FRIENDLY

- Be Kind to the Environment

SAFE AND SECURE

- Be Safety-Minded
- Be Alert to Security Threats



REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES, AND COMMUNITIES

OUR INITIATIVES

Nursing Room

Starting from December 2023, SBS Transit is conducting a trial of a nursing room at DTL Tampines Station to cater to the needs of caregivers with young children.

By bridging the gap between transport nodes and family-friendly facilities, we aim to make public transportation more accessible and accommodating for families. This is an important step towards creating a more inclusive and supportive environment for parents and their children during their journeys.

National Kindness Award – Transport Gold 2023

We take great pride in celebrating the accomplishments of 246 exceptional employees who have been recognised with the National Kindness Award - Transport Gold by the Singapore Kindness Movement this year. These individuals have been commended for their outstanding acts of kindness, which range from administering life-saving cardiopulmonary resuscitation (CPR) to unconscious passengers, to simple gestures of consideration, such as patiently waiting for elderly passengers. Their actions are not only inspiring but also demonstrates that even in our daily operations, we have the power to make a positive difference.



Among the recipients, seven others including Bus Captain Jiao Junli and Senior Bus Captain Sugumaran received the Outstanding Award for their remarkable contributions. Bus Captain Jiao showcased service excellence in two separate incidents. In one instance, he attended to an elderly woman who had fallen while alighting from the bus, providing her with the necessary assistance. In another incident, he demonstrated exceptional courage and skill by performing CPR on an elderly woman who had collapsed at a bus stop.

Senior Bus Captain Sugumaran exemplified unwavering dedication when he assisted an elderly lady with an injured arm by helping her carry a heavy box onto his bus. Going above and beyond his duty, he took the initiative to inquire about her destination and ensured that he assisted her in safely carrying the box off the bus.

These exemplary acts of kindness and selflessness highlight the exceptional character of our employees. Their actions not only showcase their commitment to service but also reinforce our belief in the positive impact we can make within our communities.



REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES, AND COMMUNITIES

CUSTOMER INCLUSIVENESS AND ACCESSIBILITY

WHY THIS ISSUE IS MATERIAL

We pride ourselves as Singapore's trusted public transport provider and we are steadfast in our commitment to establishing an inclusive environment. Our goal is to ensure that passengers with special needs and disabilities can travel confidently on our buses and trains. Currently, almost one-fifth of Singapore's population is aged 65 and above, and it is anticipated to double in the next 15 years. Recognising the growing number of elderly passengers, we understand the importance of facilitating safe and independent travel for our vulnerable commuters. To achieve this, we are actively implementing measures and initiatives focused on enhancing inclusivity and accessibility on our public transport network.

HOW WE MANAGE THIS

In partnership with Social Service Agencies (SSAs), we launched various initiatives to support passengers with disabilities and vulnerable communities. This collaboration aimed to understand the challenges faced by these communities in using public transport and develop solutions for a more inclusive system. By engaging in discussions with SSAs and their beneficiaries, we identified specific needs and explored initiatives to enhance their travel experiences. This collaborative effort resulted in the development of our comprehensive "Travel with Confidence" umbrella programme, comprising various initiatives geared towards fostering inclusive and accessible travel.

We actively support commuters with disabilities and continuously seek to co-design inclusive mobility solutions. Regular quarterly reviews and meetings with the Board's Service Quality Committee were instituted to assess the initiatives' overall effectiveness.



OUR INITIATIVES

Find Your Way

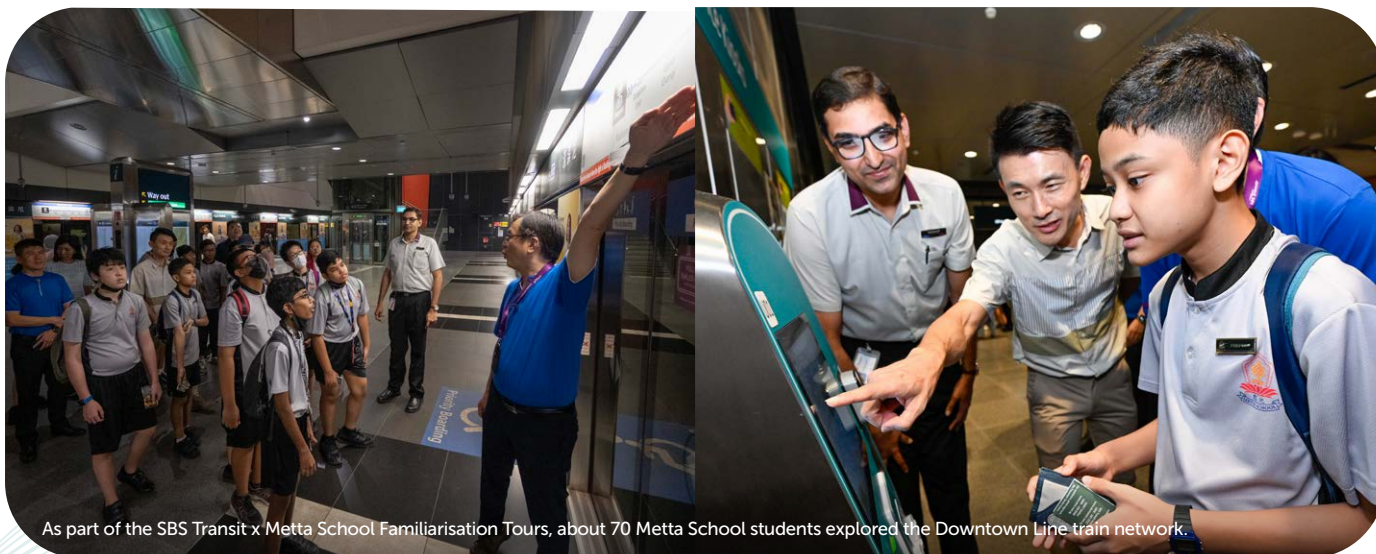
Since launching the "Find Your Way" initiative at two locations in 2022, SBS Transit partnered with Dementia Singapore to significantly expand it in 2023. This program empowers elderly passengers and those with dementia to navigate bus interchanges and MRT stations independently. Seven new locations – three interchanges and four MRT stations – were included. Vibrant murals depicting familiar, nostalgic items in color-coded zones adorn these stations, providing visual cues that aid recognition and memory.

Additionally, strategically placed directional floor stickers guide passengers along their desired paths. This initiative is set to encompass a further 18 locations in its second phase, solidifying SBS Transit's dedication to fostering an inclusive and supportive environment. With "Find Your Way," passengers can navigate public transport with greater confidence and ease.

Caring Commuter Champion Training

In 2023, we strengthened our commitment to fostering a considerate commuting environment for all passengers, by integrating PTC's Caring Commuter Champion learning modules into our revamped CARES 5.0 training program. This initiative empowered our staff to become certified Caring Commuter Champions, equipping them with the skills and knowledge to promote a positive and supportive commuting experience for everyone. We are proud to announce that over 5,000 SBS Transit staff are certified Caring Commuter Champions.

REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES, AND COMMUNITIES



As part of the SBS Transit x Metta School Familiarisation Tours, about 70 Metta School students explored the Downtown Line train network.

Familiarisation Journeys with Travel Buddy

In 2023, we continued to expand the Travel Buddy initiative launched in the fourth quarter of 2022, where trained staff accompany PWDs during their journeys to promote independence and alleviate travel-related anxieties. We have collaborated with Metta School, Muscular Dystrophy Association Singapore, and Singapore National Stroke Association to organise familiarisation journeys for the beneficiaries of these organisations on our public transport network.

These trial sessions are designed to help these vulnerable group of passengers gradually build confidence and independence in navigating the bus and rail network. By providing them with supervised support and guidance, we aim to empower them to overcome any travel-related challenges they might face. Through these familiarization journeys, our beneficiaries gained hands on experience in understanding signs, system maps, using top-up machines and proper travel etiquette. We strive to create a more inclusive and supportive environment for PWDs, enabling them to travel with greater ease and independence.

Caring Commuter Week: "Care-in-Transit"

During Caring Commuter Week 2023 in November, SBS Transit partnered with various SSAs to organise "Care-in-Transit" roadshows at our bus interchanges and MRT stations to promote a caring and inclusive commuting culture.

Together with Dementia Singapore, SPD, Guide Dogs Singapore, Singapore Association for the Visually Handicapped, Muscular Dystrophy Association Singapore, Singapore Association for The Deaf, St Andrew's Autism Centre and Thye Hua Kwan Moral Charities, we shared with

commuters how they can be a caring commuter to help those in need and equipped them with useful practical tips. We also conducted simulated activities to help them better understand the challenges faced by passengers with disabilities.

OUR PERFORMANCE

As we look to a future with increasingly inclusive communities and commute, SBS Transit will continue to focus on enhancing accessibility throughout our business and actively pursue opportunities for innovation and incorporate technological solutions into our services.



REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES, AND COMMUNITIES

EMPLOYEE CARE

We place emphasis on employee well-being to foster a positive workplace culture, which is instrumental in raising productivity, boosting employee engagement and increasing retention rates. This section focuses on initiatives undertaken by SBS Transit to uphold our commitment to employee care, including training and fair workplace initiatives implemented.

WELL-BEING AND WORK LIFE HARMONY

WHY THIS ISSUE IS MATERIAL

Mental wellness and the quality of life of our employees is of paramount importance at SBS Transit. Their health and work-life harmony are crucial for the success and sustainability of our operations. We understand the importance of a physically and mentally healthy workforce in achieving our business goals in delivering reliable,

safe and secure public transport services. We are therefore dedicated to supporting employees in overcoming any professional or personal challenges they may face.

HOW WE MANAGE THIS

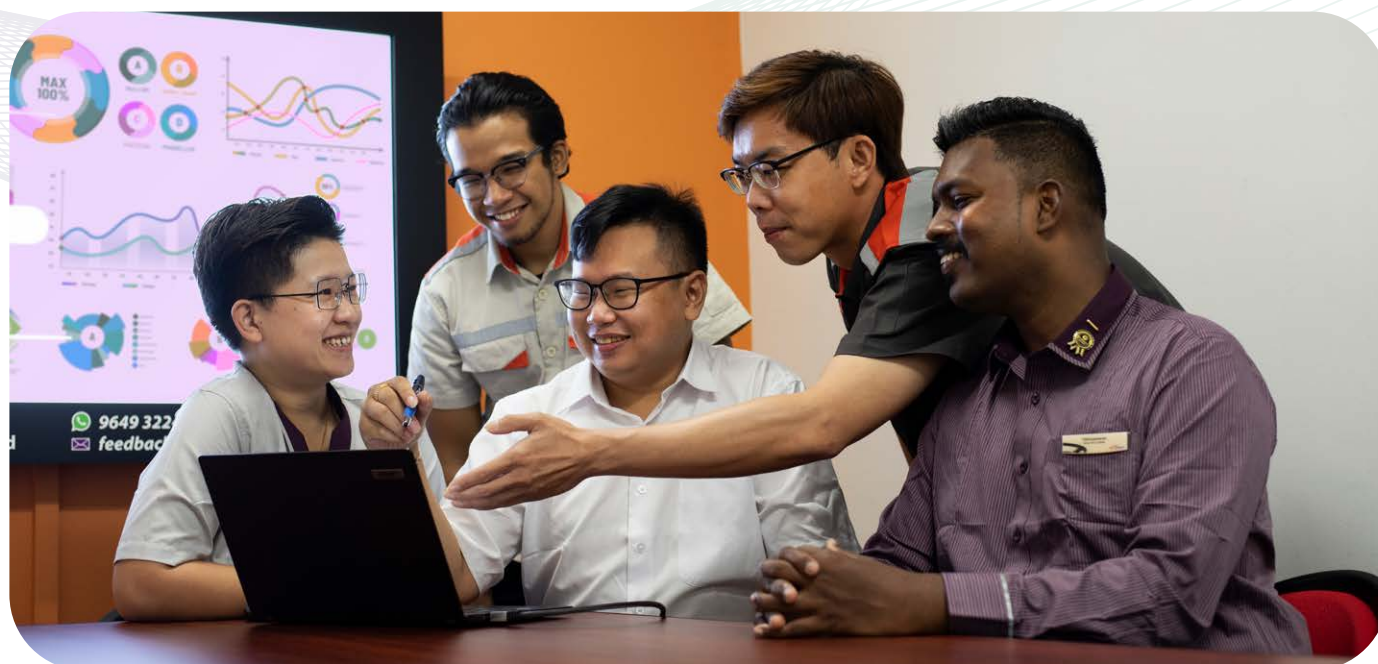
At SBS Transit, we prioritise the overall well-being of our employees, emphasising physical and mental health, and social wellness. We offer complimentary annual health screening programmes and follow-up coaching/intervention to ensure and maintain a healthy and happy workforce. In 2023, we expanded our mental well-being initiatives beyond hosting regular webinars and providing self-help resources. We are in the process of migrating to ThoughtFull, an application that offers a unique blend of self-paced learning tools and daily bite-sized coaching with certified professionals, empowering our employees to proactively manage their mental health. In addition, we are collaborating with

NTUC Club under its UPlay programme to provide our employees with access to diverse social and recreational offerings which they can leverage to spend quality time with their family and friends.

These initiatives are evaluated and their success is measured through key metrics, such as retention numbers and Employee Engagement Survey scores. Research studies have shown that higher engagement survey scores indicate that employees are likely to be twice as productive and satisfied. Additionally, this year, SBS Transit was recognised by both local and regional HR bodies with related awards, reflecting our commitment towards maintaining high standards for employee satisfaction and engagement, reinforcing our status as an employer of choice.

Full-time Employee Benefits

| | |
|--------------------|---------------------------------------------------------------------------------------------------------------------------------------------|
| Health Care | In-patient, out-patient general practitioner, annual health screening |
| Insurance | Group Personal Accident Insurance, Ex-Gratia payment upon death |
| Leave | Annual, childcare, compassionate, maternity, matrimonial, national service, paternity, elder-care, sick and shared parental leave transport |
| Travel | Free travel on local public transport |
| Others | Retirement benefits for non-executives Work from home arrangements |



REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES, AND COMMUNITIES

OUR INITIATIVES

Total Workplace Safety and Health (TWSH) Programme

We take a holistic approach to employee well-being, recognising the connection between mental health and a safe work environment. Our comprehensive TWSH programme includes initiatives like mental wellness webinars and awareness programmes, alongside engaging activities like safety quizzes and contests with themes such as *Health can be Fun*, *Sleep Right*, *Live Bright*, *Spot the Hazards Contest*. By incorporating external speakers in our annual Safety and Health Awareness Programme & Education programme, we ensure access to a wide range of expertise.

SBS Transit Education Award

Since 1987, SBS Transit has been giving out Education Awards on an annual basis. The awards recognise the academic and extracurricular achievements of our employees' children through supporting their educational outlay.

In doing so, we hope to motivate and inspire the children of our dedicated workforce to excel in their educational pursuits and consider joining SBS Transit. In 2023, we were pleased to acknowledge the exceptional achievements of over 70 recipients who demonstrated academic excellence and a commitment to co-curricular activities.

Improving Employee Well-being through Enhanced Support Programmes

In our ongoing pursuit of providing comprehensive support for our employees' well-being, SBS Transit has transitioned from Intellect to ThoughtFull, an advanced Employee Assistance Programme. This user-friendly mobile application offers a wider range of mental wellness resources, including:

- In-person counselling sessions for each employee
- Personal well-being tracker to monitor progress and personalise the experience
- Educational wellness webinars covering diverse topics relevant to mental health



Senior Bus Captain Lee Boon Yee and his son, Lee Wai Seng, a recipient of the SBS Transit Education Award



ThoughtFull's comprehensive features empower our employees to proactively manage their mental well-being and build resilience. This aligns with our commitment to fostering a supportive work environment where individuals can thrive and contribute their best.

Collaboration with NTUC Club

In October 2023, SBS Transit has signed an MoU with NTUC Club to adopt UPlay, a phygital (physical + digital) concierge of social and recreation activities for our staff. The convenience of UPlay will enable SBS Transit's staff to easily find and book recreational activities, allowing them to unwind and spend quality time with their families and friends. With the adoption of UPlay, SBS Transit aims to expand its recreational offerings beyond its existing chalets at Downtown East. This move aligns with the company's commitment to maintaining a healthy workforce and promoting work-life harmony.

OUR PERFORMANCE AND LOOKING FORWARD

Over the years, SBS Transit has been consistently acknowledged for its commitment to the well-being of its employees. In August 2023, we were honoured with the Bronze Award for "Excellence in Workplace Wellbeing" at the Human Resource Excellence Awards. This recognition highlights our strong HR strategy and the measures we have implemented to ensure the physical and mental well-being of our staff.

In November 2023, SBS Transit was once again awarded "Best Companies to Work for 2023" by HR Asia. This prestigious award reaffirms our dedication to employee engagement and fostering excellent workplace cultures among companies across Asia. At the same event, we were also honoured with the HR Asia Digital Transformation Award. This award recognises our efforts to enhance interaction and improve the employee experience through the effective use of technology.

REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES, AND COMMUNITIES

DIVERSITY, EQUAL OPPORTUNITY, HUMAN RIGHTS, AND FAIR LABOUR

WHY THIS ISSUE IS MATERIAL

We firmly support diversity and inclusivity at SBS Transit, as we recognise that embracing new and varied viewpoints in our organisational strategies, discussions, meetings, and solutions enhances our overall service offerings. A well-rounded workforce with diverse talents enables us to better understand the diverse needs of our customers and industry requirements.

HOW WE MANAGE THIS

SBS Transit maintains a fair and supportive work environment, upholding anti-discrimination policies that prohibit bias against age, gender, marital status, sexual orientation, disability, race, colour, nationality, ethnicity, religion, or political affiliation. These policies extend across our operational and hiring practices to ensure we cultivate a workforce culture where diversity is the norm.

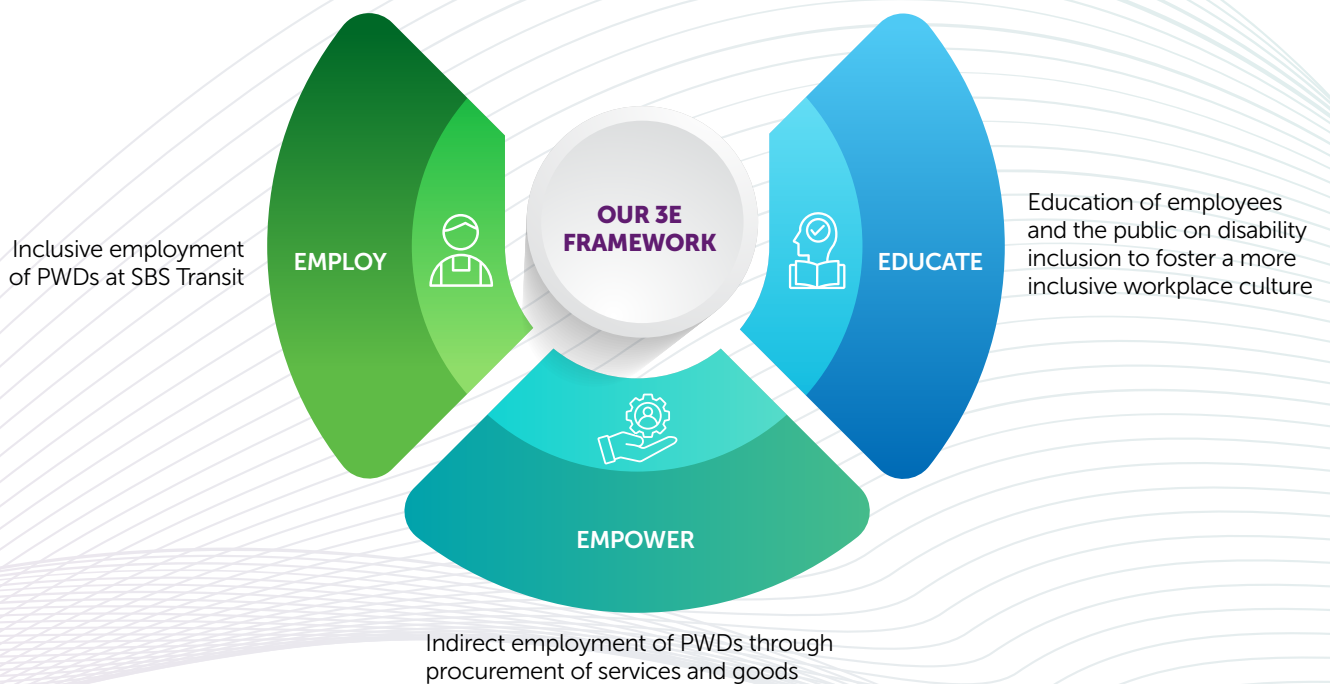
Our dedication to TAFEP of which we have been a member since 2018, and the adoption of six Tripartite Standards (including one on Recruitment Practices), testifies to our comprehensive diversity and inclusion policies.

Aligned with the employment policy adopted from our parent company, ComfortDelGro, we strictly oppose discrimination, favouritism or bias against employees or job applicants with physical or mental disabilities, or from different ethnic religious backgrounds.

This year, we updated our 3E framework (Employ, Educate, Empower) to further support PWDs. Starting with the 'Employ' pillar, we have increased the number of PWDs from 4 in 2022 to 30 in 2023, and invested in wheelchair-friendly workplace infrastructural changes. For our 'Educate' pillar, this year, 100 supervisors and staff have attended

workshops organised by SG Enable on topics such as job accommodation and positive behaviour support at the workplace. We continue to enrol our employees, in particular supervisors and managers to ensure that we cultivate a supportive and inclusive environment. Lastly, for the 'Empower' pillar, we support social enterprises and SSAs who employ PWDs such as Bizlink and MINDS, so that we indirectly support PWDs. Through our partnership with MINDS, we will be creating employment opportunities for their clients by involving them in backend cleaning at bus and rail depots.

Through this approach, we strive to create an inclusive workplace and aim to gradually integrate PWDs into various suitable roles. In line with Singapore's goal of having 40% of working-age PWDs employed by 2030, we committed a total of \$885,250 to fund our updated 3E initiatives.



REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES, AND COMMUNITIES

OUR PERFORMANCE AND LOOKING FORWARD

Gender and Ethnic Diversity

SBS Transit is dedicated to ensuring equal opportunities for all employees, irrespective of gender and ethnicity, in accordance with government regulations and human rights policies. We ensure that job opportunities do not specify age, race, gender, or religion requirements as part of our recruitment practices. Committed to diversity, equity, and inclusion (DEI), we actively work within our traditionally male-dominated industry to increase female participation across all levels, aligning with our [DEI Policy](#). This year, we achieved 33.33% female representation at the Board level, exceeding the target set by Singapore’s Council for Board Diversity.

As part of our commitment, we have updated our DEI policy outlining the mandatory requirement for all employees to undergo DEI Policy awareness training.

The training aims to enrich our employees understanding of their individual responsibilities, and equips them with effective strategies to address challenges related to diversity.

SBS Transit aims to foster a workplace culture where every individual feels valued, respected, and included. By recognising and appreciating diverse perspectives, experiences, and backgrounds, we can collectively work towards building a more pleasant and inclusive workplace for all employees.

Recruitment, Selection and Promotion

At SBS Transit, we foster career growth through annual performance reviews that assess both contributions and

capabilities. Promotions are merit-based, ensuring recognition for high achievers.

As a TAFEP member, our recruitment and selection processes identifies individuals with the right combination of skills, knowledge, experience, and values aligned with SBS Transit’s culture, vision, and beliefs.

Employees are encouraged to report any discrimination or malpractice to our Management, the Union, or relevant employment authorities. They could also choose to raise incidents surrounding inappropriate business conduct via our Whistleblowing channel, which ensures confidentiality for those raising concerns on ethical behaviour or inappropriate business conduct, protecting them within legal limits.

| | ABSOLUTE | | PERCENTAGE | |
|-------------------------------------|----------|-------|------------|-------|
| | MEN | WOMEN | MEN | WOMEN |
| Senior Management | 54 | 6 | 90.0% | 10.0% |
| Management | 134 | 37 | 78.4% | 21.6% |
| Professionals | 598 | 120 | 83.3% | 16.7% |
| Non-executive | 8,247 | 766 | 91.5% | 8.5% |
| Overall workforce (excluding Board) | 9,033 | 929 | 90.7% | 9.3% |



REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES, AND COMMUNITIES

Remuneration

Our compensation evaluation considers factors such as grade, position, experience, taking into consideration current market wage trends. Employee performance is assessed and scored based on mutually agreed key performance indicators (KPIs), referencing the Balanced Scorecard (BSC), to ensure fairness and transparency. Sustainability initiatives are integrated into performance assessments reflected within the KPIs. For instance, the driving habits of Bus Captains are monitored through telematics to promote eco-friendly practices. Individuals that violate the set limits would be counselled or face penalties affecting performance scores, impacting annual increments, and bonuses.

To align with our ESG impact goals, remuneration of the Senior Management is linked to performance in areas involving any milestones achieved in sustainability. The Nominating and Remuneration Committee (NRC) approves the remuneration for the Senior Management, and above. Yearly reviews and updates are performed to address gaps within our remuneration processes. In addition, we have continued to engage external consultants to conduct benchmarking exercise for the annual total compensation package of Department Heads and above since 2020.

In 2023, SBS Transit received the Progressive Wage Mark (PWM), recognising our effort to pay progressive wages to our employees. PWM signifies that we have implemented a wage structure that goes beyond minimum wage requirements and ensures that our workers receive fair and sustainable compensation that are commensurate with their skills and experience. We firmly believe that fair wages are an integral part of creating a productive and motivated workforce, and we are dedicated to upholding these principles to benefit both our employees and the communities we serve.

Flexible Work Arrangement

SBS Transit encourages a healthy balance between their profession and personal lives for its employees through flexible work policies as outlined in the Employee Handbook. These policies outline alternative work arrangements to accommodate families or caregiving responsibilities, as well as cultural and religious commitments. Managers are urged to support any team members in need of flexible arrangements, including job redesign or remote work.

Equal Employment Opportunity

We urge our leaders to prioritise diversity and inclusivity in their daily roles, aiming for zero discrimination cases within our organisation. We emphasise effective communication among our employees regardless of rank and encourage reporting of any discriminatory acts. We are pleased to report zero formal complaints of discrimination in 2023.

Human Rights & Fair Labour

Adhering to the human and labour rights regulations is crucial at SBS Transit, as it is a cornerstone of our labour relations and overall employee and operational management. In 2023, 75.12% of our workforce was covered by Collective Agreements. Our Human Rights Policy, detailed in Annex A,

highlights our commitment to fair employment practices, freedom of association, collective bargaining rights, ethical labour practices, safe working conditions, diversity, and inclusion.

To underscore the significance of human rights and fair labour practices, we conduct employee training on relevant policies and procedures, ensuring full compliance with regulations. Our goal is to instil a strong awareness on the importance of promoting fair labour practices among our employees.

To align with industry standards, we've adjusted Bus Captain contracts from a 48-hour workweek (including paid meal and rest breaks) to a standard 44-hour workweek. This is based on the recommendation of a Tripartite Taskforce, chaired by MoM with PTO and NTWU representatives, establishing key employment terms for the affected employees. The key employment items include working hours, retirement, and reemployment policies, among others. Therefore, we worked with our Legal team and leveraged the support from NTWU on the necessities required in briefing our Bus Captains regarding the shift to 44 hours per week. This has been implemented from 2023.



REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES, AND COMMUNITIES

OUR PERFORMANCE

GRI 2-7: Employees²⁰, 405-1: Diversity of Governance Bodies and Employees

| EMPLOYEE TYPE | MALE | FEMALE | TOTAL |
|----------------------------|-------------|-----------|-------|
| Governance Bodies | | | |
| Board Member | 8 (67%) | 4 (33%) | 12 |
| Full-Time Employees | | | |
| Permanent | 7,941 (90%) | 863 (10%) | 8,804 |
| Contract | 1,092 (94%) | 66 (6%) | 1,158 |
| Part-Time Employees | | | |
| Non-Guaranteed Hours | 163 (71%) | 65 (29%) | 228 |
| Temporary Employee | 53 (79%) | 14 (21%) | 67 |

| | <30 YEARS OLD | 30-50 YEARS OLD | >50 YEARS OLD | TOTAL |
|-------------------------------------|---------------|-----------------|---------------|-------|
| Governance Bodies | 0 | 2 (16.7%) | 10 (83.3%) | 12 |
| Senior Management | 0 | 16 (26.7%) | 44 (73.3%) | 60 |
| Management | 0 | 85 (49.7%) | 86 (50.3%) | 171 |
| Professionals | 63 (8.8%) | 385 (53.6%) | 270 (37.6%) | 718 |
| Non-Executives | 638 (7.1%) | 4,731 (52.5%) | 3,644 (40.4%) | 9,013 |
| Total (excluding Governance Bodies) | 701 (7%) | 5,217 (52.4%) | 4,044 (40.6%) | 9,962 |

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 | 9,033 | 977 | 0.11 | 1,093 | 0.12 |
| Female | 929 | 101 | 0.11 | 119 | 0.13 |
| Total | 9,962 | 1,078 | 0.11 | 1,212 | 0.12 |
| Age Group | | | | | |
| <30 years | 701 | 255 | 0.36 | 105 | 0.15 |
| 30-50 years | 5,217 | 584 | 0.11 | 586 | 0.11 |
| >50 years | 4,044 | 239 | 0.06 | 521 | 0.13 |
| Total | 9,962 | 1,078 | 0.11 | 1,212 | 0.12 |

SASB Road Transportation Standards: TR-RO-320a.2

| Number of total voluntary and involuntary turnover rate for all employees | |
|---------------------------------------------------------------------------|-------|
| Voluntary | 6.70% |
| Involuntary | 5.49% |

20 All our employees and workforce are in Singapore, the number of employees presented represents the company's workforce as of the close of the reporting period.

REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES, AND COMMUNITIES

GRI 401-3: Parental Leave (Childcare Leave)

| | 2023 | |
|------------------------------------------------------------------------------------------------------------------------------------------|--------|--------|
| | MALE | FEMALE |
| Total number of employees that were entitled to parental leave | 6,980 | 586 |
| Total number of employees that took parental leave | 269 | 18 |
| Total number of employees that returned to work in the reporting period after parental leave ended | 269 | 18 |
| 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 | 260 | 15 |
| Retention rate of employees that took parental leave | 96.65% | 83.33% |

GRI 405-2: Ratio of Basic Salary and Remuneration of Women to Men

| | MALE | FEMALE |
|--------------------------|------|--------|
| Senior Management | | |
| Basic Salary | 1 | 0.87 |
| Remuneration | 1 | 0.83 |
| Management | | |
| Basic Salary | 1 | 0.97 |
| Remuneration | 1 | 0.95 |
| Professionals | | |
| Basic Salary | 1 | 1 |
| Remuneration | 1 | 0.90 |
| Non-Executives | | |
| Basic Salary | 1 | 1.03 |
| Remuneration | 1 | 0.96 |

GRI 2-21: Annual Total Compensation Ratio

| | |
|-------------------------------------------------------------------------------------------------------------|-----------|
| Ratio of highest paid : median value | 13.26 : 1 |
| Percentage increase in annual compensation for organisation's highest paid individual | 3.67% |
| Median percentage increase in annual compensation for all employees (excluding the highest-paid individual) | 6.25% |
| Ratio of percentage increase in highest paid : median value | 0.56 : 1 |

REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES, AND COMMUNITIES

EMPLOYEE TRAINING, UPSKILLING AND DEVELOPMENT

WHY THIS ISSUE IS MATERIAL

We believe that the development of our workforce drives our successes as an organisation and is essential to achieve our business objectives. In the dynamic public transportation industry, we are dedicated in providing our employees with the essential skills and knowledge needed for their growth and success.

HOW WE MANAGE THIS

To support our employees' career goals, we offer a diverse range of training programmes that provide the technical skills and knowledge necessary for success in their respective roles. Apart from CARES Training programme held in conjunction with SG Enable, we include modules within our Caring Commuter eTraining, with close to 6,000 of our employees completing each module. We also organised an enabling training for hiring managers and colleagues in late 2023.

To facilitate career progression, we encourage our employees to discuss their career aspirations and training requirements during their annual performance evaluations. Feedback gathered from these sessions allow us to continually improve our employee training programmes. Our technical teams also conduct an annual Individual Development Plan exercise, suggesting related courses based on corporate seniority and job responsibilities. Reporting Officers will utilise these templates to guide training discussions during performance appraisals, assisting in the formulation of our training schedule and strategy.

OUR INITIATIVES

Robotic Dog Revolutionises Train Inspections

To address the ever-present challenge of increasing productivity and alleviate manpower shortages, an AI-enabled robotic dog, named AVATAR (Advanced Video Analytics Train Assessment Robot) will be deployed at the Sengkang Depot.

AVATAR will augment our technicians in conducting train inspections, focusing on visual inspection tasks

such as identification of components with physical defects, and detecting missing screws and panels on the underside of train carriages. By utilising this robotic dog, the time required for train inspections can be reduced significantly. Besides reducing the need for manpower, using robotics will help support older employees in the course of their work.

By streamlining the train inspection process and improving accuracy, this initiative has contributed to the smooth operation of the train system while maximizing the productivity of depot personnel.

Upskilling our Employees

At SBS Transit, we understand the value of our employees and acknowledge that they are our most valuable assets. We believe that providing continuous learning opportunities within our workplace is crucial for our employees to gain the confidence they need to excel in their roles. While we already have an established mentorship programme in place for our Bus Captains, we are constantly seeking additional programmes to further invest in our people's development.

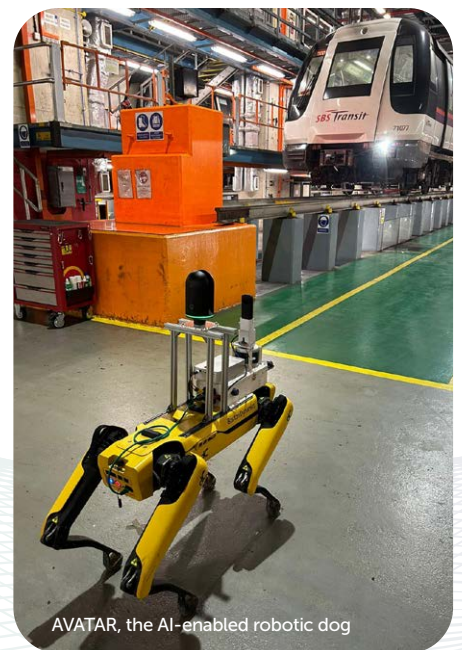
To achieve this, we have formed partnerships with the Institute for Adult Learning, Singapore University of Social Sciences (SUSS) and LearningHUB, NTUC. Through this collaboration, we have introduced a structured training programme specifically designed for Senior Bus Captains at SUSS. Upon successful completion of this program, participants are accredited as certified trainers and facilitators. This accreditation not only enhances their skill set but also provides a clear pathway for career progression, including the opportunity to become driving instructors.

By offering this comprehensive training programme, we aim to equip our Senior Bus Captains with the necessary skills and knowledge to not only excel in their current roles but also to pave the way for further career advancement within our organisation.

Rail Development Manpower Package Training

The Rail Manpower Development Package (RMDP), was launched in November 2019 by LTA to support and accelerate rail workforce transformation. This is in preparation for the future rail network that will be larger and more complex, coupled with manpower challenges as the industry continues to expand with the planning Jurong Rail Line and Cross-Island Line.

The RMDP training compliments our Rail Transformation strategy that aims to build new capabilities in our organisation and continue to increase productivity through the adoption of technology and data analytics. To date, over 1,813 rail employees have completed more than 13,000 training places in emerging technologies and skillsets, such as data and statistical analytics, as well as condition-based monitoring.



AVATAR, the AI-enabled robotic dog



REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES, AND COMMUNITIES

Enabling Training to Promote Inclusive Hiring Practices

As part of our ongoing commitment to inclusive hiring, more than a hundred staff have received training through a dedicated programme, aimed at hiring managers and colleagues of PWDs. At SBS Transit, we recognise the importance of creating an inclusive working environment and fostering effective communication with PWDs whom we employ. This training equips hiring managers and colleagues with the necessary knowledge and skills to facilitate the smooth integration of PWDs into the workplace.

OUR PERFORMANCE AND LOOKING FORWARD

In 2023, the employee average training hours have been recorded as 86.6 hours, up from 39.4 hours in 2022. The average training hours for 2023, encompasses On the Job Training (OJT), academic learning sponsored by the company (e.g. MBA, Degrees, Diplomas) and conferences, which we were unable to consider within our calculations in the previous years due to data unavailability.

Our employees participate in an annual performance evaluation and professional development session with their supervisors. This comprises of sessions focusing on assessing the individual employee's skills and accomplishments, connecting them to the company's objectives, and supporting their personal career goals. For Bus Captains, their performance is assessed based on scores clocked throughout the year. On top of these sessions, our senior management undergo a more comprehensive review that includes considerations of specific performance tasks and objectives.

In addition, we successfully defended our Champion and First Runner-Up titles for the third consecutive year at the annual Singapore BusTech Grand Challenge. The Soon Lee Bus Depot team emerged as the Champion, while the Bedok North Bus Depot team secured the First Runner-Up position.

Additionally, Mr. Loo Wooi Leong received the Superstar individual award for his outstanding performance. We are proud of the achievements of our teams and individuals, as they serve as a testament to our ongoing pursuit of excellence in providing reliable and efficient public transportation services.

This year marked the launch of the inaugural Singapore RailTech Grand Challenge, where our rail technicians collaborated with SMRT and ITE students in mixed teams. We are thrilled to announce that we emerged victorious in all three rail systems - signalling, power, and rolling stock.

The exceptional achievements of our Bus and Rail champions exemplify our unwavering commitment to mastering the latest technical skills and knowledge in their respective domains. By continuously enhancing our expertise, we strive to deliver a seamless and enjoyable travel experience for our passengers.

In appreciation of our comprehensive training and employee development programmes, SBS Transit has been honoured with the prestigious National Workplace Learning Certification Platinum Award, bestowed by SkillsFuture Singapore (SSG). This distinction is granted to organisations that demonstrated exceptional performance in adhering to rigorous standards based on research of

workplace learning best practices in Singapore, Germany, and Switzerland. The Platinum Award is the highest level of recognition among the four levels of awards, and it acknowledges our commitment to fostering a robust workplace learning culture, competency management, and continuous learning.

SBS Transit was also recognised with the SkillsFuture Employer Award (Silver) in November 2023. This esteemed accolade celebrates our dedication to the growth and development of our employees, as well as our commitment to cultivating a culture of lifelong learning within the organisation.

In May 2023, SBS Transit was honoured with the Enabling Mark (Silver) Award. This award acknowledges our efforts in promoting disability-inclusive employment and recognises organisations and individuals for their exemplary practices, outcomes, and commitment to creating an inclusive workplace.

These accolades underscore SBS Transit's unwavering dedication to providing exceptional training and development opportunities while fostering an inclusive and supportive work environment. We are proud to be recognised for our efforts in enhancing workplace learning, nurturing employee growth, and championing diversity and inclusivity in our workforce.



Technical Specialist Leong Soon Lung and Senior Leading Hand Ruslan Bin Ahmat from Soon Lee Bus Depot was awarded the Champion award at the Singapore BusTech Grand Challenge

REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES, AND COMMUNITIES

GRI 404-1: Training Hours

| | TOTAL NUMBER OF EMPLOYEES | TOTAL NUMBER OF TRAINING HOURS | AVERAGE TRAINING HOURS |
|--------------------------|---------------------------|--------------------------------|------------------------|
| Gender | | | |
| Female | 929 | 62,634 | 67.4 |
| Male | 9,033 | 799,777 | 88.5 |
| Total | 9,962 | 862,411 | 86.6 |
| Employee Category | | | |
| Senior Management | 60 | 828 | 13.8 |
| Management | 171 | 10,333 | 60.4 |
| Professionals | 718 | 60,807 | 84.7 |
| Non-executives | 9,013 | 790,443 | 87.7 |
| Total | 9,962 | 862,411 | 86.6 |

SOCIAL ECONOMIC CONTRIBUTION

WHY THIS ISSUE IS MATERIAL

SBS Transit remains dedicated to social responsibility and fostering strong connections with the communities we serve. We believe giving back is integral to our ethos, driving us to go beyond providing public transport to make a positive social impact.

HOW WE MANAGE THIS

At SBS Transit, we are constantly looking for ways to support vulnerable groups of our community. Over the past year, we have been doing so through free rides, cash sponsorships, donations, and offer free advertising spaces on electronic displays at bus interchanges. We also organise various community activities to maximise our social impact and constantly seeking for new ways to make a positive contribution to society.

We proactively communicate and update our stakeholders on our social and economic contributions through various channels such as Board reports, meetings, annual reports, social media, and management meetings.

OUR INITIATIVES

Launch of the SBS Transit CSR Framework

SBS Transit has introduced a new Corporate Social Responsibility (CSR) framework, also known as C2E2. This framework reflects our dedication to creating a positive influence on the society we serve and the environment in which we operate. Aligned with our CARES values, C2E2 focuses on philanthropy, sustainability, community engagement, and employee volunteerism. It serves as an extension of our existing efforts in ESG and reinforces our commitment to sustainability.

C2E2 stands for Corporate Philanthropy, Community Engagement, Employee Volunteerism, and Environment Stewardship. Each component plays a crucial role within our CSR initiatives. Corporate Philanthropy involves supporting charitable causes and organisations through financial contributions and resources. Community Engagement emphasises collaborating with local communities to address their needs and contribute to their development. Employee Volunteerism encourages and supports our employees in engaging in volunteer activities that benefit the community. Lastly, Environment Stewardship focuses



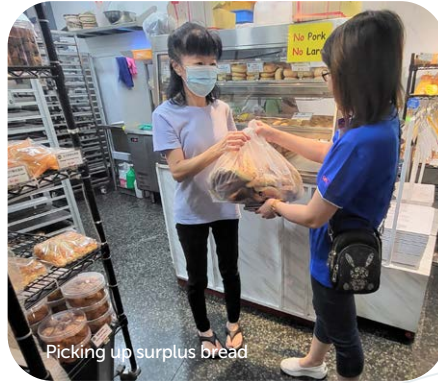
REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES, AND COMMUNITIES

on our responsibility to protect and preserve the environment through sustainable practices and initiatives.

By implementing the C2E2 framework, we aim to enhance our CSR efforts and make a meaningful impact on society and the environment. It provides a structured approach that aligns with our core values and enables us to contribute to philanthropic causes, engage with communities, empower our employees to volunteer, and prioritise environmental sustainability.

Surplus Bread Collection from Rental Vendors for Donation to Social Services

This year, we partnered with our bakery tenants across multiple locations for a Bread Run programme, led by Food from the Heart (Singapore). Under this initiative, the excess bread which would have otherwise been discarded were personally picked up by staff volunteers after work and dropped off at three



Picking up surplus Bread

nursing homes across the island. Over a three-day period, we managed to distribute 450 buns in total to the elderly beneficiaries.

Transport Partner for Sentosa Cares Week

As part of Sentosa Cares Week, SBS Transit played a key role by providing transportation for disadvantaged families. Recognising the challenges

these families face in accessing Sentosa, SBS Transit stepped forward, extending its resources and expertise to support this worthy cause. This act of generosity ensured these families could experience a day of respite and exploration at Sentosa's Southern Islands.

CARES Community Bus

In November 2023, we launched our first CARES Community Bus, where we provide passengers with special needs, elderly and patients undergoing rehabilitation, a safe and controlled environment to learn how to travel independently and with confidence. The bus can be used for familiarisation and rehabilitation training, learning journeys, public bus orientation tours, experiential learning, and excursions for beneficiaries. The CARES Community Bus is another example of our commitment to better serve, engage, and reach out to customers who require special care and attention.



The CARES Community Bus was launched at the Public Transport Workers' Appreciation and Caring Carnival at One Punggol by then Acting Minister for Transport, Mr Chee Hong Tat.

REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES, AND COMMUNITIES

Giving Vanishing Trades a New Home

At SBS Transit, we strongly believe in making a positive impact on our community and serving with compassion. When we became aware of Mr. Moorthy's concerns about the future of his traditional Kachang Puteh pushcart business due to the upcoming redevelopment of Peace Centre in April 2023, we offered him a one-year rent-free space at our Toa Payoh Bus Interchange, complete with a specially designed pushcart.

Recognising that Mr. Moorthy is one of the last remaining individuals carrying on the legacy of the Kachang Puteh trade, we wanted to ensure that he could continue his family's tradition. By providing him with a dedicated space at our modern, air-conditioned interchange, we not only offer him stability but also add a vibrant and colourful element to the bustling environment.



This initiative reflects our commitment to supporting local businesses and preserving cultural heritage. We are delighted to have Mr. Moorthy at our interchange, where he can continue to serve his delicious snacks and contribute to the unique atmosphere of our community.



OTHER NOTABLE COMMUNITY ENGAGEMENT ACTIVITIES

School Talks

We conducted several talks in schools educating young students on a safe and gracious commuting culture.



Learning Journeys with SBS Transit

This year, we organised learning journeys for school students across Singapore to introduce our bus and train operations. In addition, we hosted our very first Job Shadowing Day for students from Pathlight School, in collaboration with SG Enable. The students were engaged in hands-on activities like disassembling and reassembling the train overflow valve and tried out our train stimulator.

REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES, AND COMMUNITIES

Collaborating with Children's Cancer Foundation

In 2023, we have also hosted the children from the Children's Cancer Foundation at our Gali Batu Depot as a day trip, educating them on our transport systems.



Kindness Month

450 students across 31 schools showed their appreciation to our Bus Captains, Interchange and Station staff through handwritten notes and thoughtfully curated gifts.

Joy Box Initiative

We partnered with Tampines Changkat Community Club to bring gifts and joy to beneficiaries over the Christmas festive season.



REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES, AND COMMUNITIES



Celebrating 50 Years of Connecting Singapore

2023 marked a significant milestone for SBS Transit as we celebrated 50 years of travelling together, moving Singapore safely and reliably. To commemorate this special occasion, we came together to look back on our legacy, connect with our customers and celebrate our dedicated staff in a series of specially curated initiatives that marked the occasion.

Through the Decades: A Look Back at 50 Years

Public transport has undergone a remarkable transformation since our humble beginnings. From introducing the first air-conditioned bus service in 1984, to the recent integration of electric buses equipped with innovative passenger information displays, we continue to evolve alongside Singapore's needs.

To reflect on our journey and how far we've come, SBS Transit curated a roving heritage exhibition that travelled to six different interchanges and MRT stations. Featuring a collection of vintage memorabilia, from ticketing machines to old bus guides, the exhibition offered a glimpse into the captivating journey of public transport. Generations came together to share memories and recount stories, fostering a sense of community and nostalgia.



Ng Hai Huee
Senior Bus Captain,
48 years with SBS Transit

Veteran Bus Captain Ng Hai Huee, a dedicated SBS Transit employee, has witnessed the company's remarkable transformation over five decades. Her commitment extends beyond driving duties, fostering lasting connections with passengers. She has witnessed the growth of families across generations, from customers she became friends with years ago to her own family who grew up alongside her journey on the road.



Foo Say Pong
Head of Downtown Line
Rolling Stock,
23 years with SBS Transit

Fresh out of school, Foo Say Pong played a crucial role in developing the world's first driverless train system. Driven by the challenge of unforeseen circumstances like staff shortages, Foo and his team faced tight criteria, project delays, and continuous learning through global collaborations. Despite these challenges, their perseverance led to the successful launch of the North-East Line, a future-proof solution with international recognition for its reliability.

REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES, AND COMMUNITIES

Marking a Milestone: 50 Years of Connecting You

For the past five decades, we have connected billions of customers on their daily journeys. Their stories are our stories, and their success fuels ours. As we celebrate this landmark achievement, we express our deepest gratitude to the community we serve. We've launched various initiatives and actively participated in others, striving to give back and making a lasting positive impact.



Fundraising for Community Chest

SBS Transit successfully raised a total of \$350,000 for communities in need through a virtual run event. The company generously pledged to donate to the fundraiser and matched public donations received via Giving.sg. This impressive sum was further increased by donations contributed by our partners and vendors in support of this meaningful cause. To kick off the challenge, over 2,500 participants comprising of LTA, union leaders, Community Chest, staff and more, participated in the physical flag-off.

In addition, SBS Transit and Community Chest signed a MoU, committing the donation of \$750,000 over three years as part of our corporate philanthropy towards Community Chest's supported programmes.



Spreading Kindness on the Move – Thank-a-Commuter!

Appreciation can go a long way in making someone's day. As part of our 50th celebrations, our front-line staff were empowered to gift a surprise token to customers who made their day or exhibited caring commuter habits, such as giving up their seats or moving in.



Delivering Groceries and Smiles to Residents

In partnership with NTWU, we spearheaded the distribution of grocery hampers to less fortunate families in Radin Mas SMC and Tampines GRC. 40 volunteers went door-to-door to distribute 300 thoughtfully packed care packages filled with goodies and groceries to residents in need. In exchange, we received wide smiles, warm welcomes, and heartfelt gratitude.

As part of our commitment to social impact and public transport accessibility, we marked the monumental celebration by signing MoUs with key partners like Community Chest, SG Enable and Singapore Land Authority.



REINFORCING OUR SOCIAL RESPONSIBILITY TO OUR CUSTOMERS, EMPLOYEES, AND COMMUNITIES

Celebrating Our People: 50 Years Driving Progress

Our people at SBS Transit are the heart and soul of our mission: moving people in a safe, reliable, and affordable way. Each day, they work tirelessly behind the scenes to ensure our bus and rail services run smoothly. Our 50th celebrations highlighted and celebrated not just our staff, but their families as well.

Family Day @ Singapore Discovery Center

To celebrate our incredible staff and their families, we hosted a special Family Day at the Singapore Discovery Center. Filled with engaging carnival games, delicious food, and performances by the talented SBS Transit Staff Band, the event provided a wonderful opportunity for staff to connect with their loved ones and colleagues, all while celebrating our company's 50th anniversary.



Taufik Laili, Downtown Line Technician

It has been a decade here with SBS Transit Downtown Line. My team and I have overcome many challenges and created many great memories together as a family. This is not just a workforce, it's our second home.

Happy 50th Anniversary, SBS Transit!

Capturing our Journey through the "Our Photo Story" Contest

To commemorate our 50th anniversary, we launched a photo story contest open to both staff and members of the public. We invited participants to share their favorite memories or experiences on board an SBS Transit bus or train, creating a captivating collection of stories that encapsulate the human connection and shared history integral to our journey.

OUR PERFORMANCE AND LOOKING FORWARD

As a public transport operator, we are deeply committed to serving the public every day by providing safe, reliable, accessible and sustainable public transportation. We believe this responsibility extends beyond our core services, and we strive to go above and beyond by giving back to the community. 2023 saw a significant increase in our

dedication to community impact, with more time and resources invested than ever before.

In celebration of our 50th anniversary, we curated a series of initiatives that connected us with customers, celebrated our staff, and reflected on our legacy. Additionally, we actively engaged the community through various means, including school talks on safe and courteous behaviour, learning journeys,

job shadowing programmes, and kindness initiatives. To solidify our commitment to accessible and inclusive public transport for all, we signed key MoUs with esteemed partners. Looking ahead, we remain steadfast in our commitment to community impact and engagement, continuously seeking ways to improve and build stronger connections with the people we serve.