



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

WITH THE BREADTH OF OPERATIONS ACROSS THE GLOBE AND OUR UNIQUE POSITION AS A KEY TOUCHPOINT ACROSS MANY STAKEHOLDERS, WE HAVE A CORE RESPONSIBILITY TO SAFEGUARD THE WELLBEING, HEALTH AND SAFETY OF OUR PEOPLE, PATRONS AND COMMUNITIES.

THE ONGOING CHALLENGES POSED BY COVID-19 REQUIRED US TO ADAPT AND KEEP UP WITH SAFETY MEASURES. FURTHERMORE, WITH REDUCED SOCIAL INTERACTIONS, IT IS VITAL THAT THE MENTAL, PHYSICAL AND EMOTIONAL WELLBEING OF OUR PEOPLE ARE TAKEN CARE OF THROUGH TRAINING AND INCLUSIVE INITIATIVES. IN TIMES OF THE PANDEMIC, IT IS EXCEPTIONALLY IMPORTANT THAT WE CONTINUE TO CONTRIBUTE TO OUR LOCAL COMMUNITIES AND ENSURE HIGH SERVICE QUALITY AND ACCESSIBILITY STANDARDS.

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Kim Bell, a mother and grandmother, came to Darwin in 1972 for a three-week holiday and never left. After a career in the police force, Kim started driving buses with Buslink NT Pty Ltd two years ago.

In 2020, despite the possibility of being more susceptible to effects of COVID-19 at her age, when the opportunity arose to volunteer for international airport transfer work in her role as a driver (which meant taking passengers to quarantine facilities), she didn't hesitate to put her name forward.

"I felt for families and the backlash they would receive coming home from being in the middle of this outbreak," she said.

"I put myself in their shoes, how I would feel arriving in the country. I felt like I was doing the right thing and was proud to make a difference in the community."

Kim's exemplary efforts during the pandemic saw her nominated as one of 14 Outstanding Finalists in the global 2019/2020 Passion Awards run by Buslink's ultimate parent company, ComfortDelGro Corporation based in Singapore.

Thank you, Kim, for going above and beyond for ComfortDelGro and our customers.

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Senior Operations Supervisor, Ms Deng Gui Xiang (“邓桂香”) has worked close to 25 years at the ComfortDelGro’s Guangzhou Xin Tian Wei operations. In May 2021, as the COVID-19 cases surged in Guangzhou, Ms Deng had to swiftly and decisively take on the role of implementing safe distancing measures. Along with the support and coordination provided by her colleagues, she was able to put in place control measures such as disinfecting high touchpoints and ensuring safe staff deployment at the Tianhe passenger station.

She took the initiative to develop staff schedules and helped to set up the system that ensured all reporting staff cleared health screening when they reported to work.

Through WeChat, her team also disseminated critical information on health and safety to the staff, such as temperature checks, COVID-19 testing and attendance check in/out. For passengers, clear communications such as posters on mandatory mask wearing on the ride, safety distancing measures were also put up at the station.

Thanks to Ms Deng’s meticulous planning of pandemic prevention measures, the station did not report any COVID-19 infections and was able to operate normally. Her sense of responsibility and decisiveness deserves to be applauded. She has definitely served as a role model not only to her colleagues at the station, but to all at ComfortDelGro.



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HEALTH AND SAFETY

Ensuring a safe and healthy workplace for our employees and the public

WHY THIS MATTERS TO US

Ensuring the health and safety of our people and our patrons is paramount to our business. With a fleet of about 35,000 vehicles serving seven countries, a strong safety record is essential to building trust in our services. This safety-first thinking extends beyond the direct services we provide to our customers and aims to protect other road users as well.

The COVID-19 pandemic has cast a spotlight on health and safety, and ComfortDelGro is prepared to play our role in ensuring our workforce and communities remain safe and healthy.

HOW WE MANAGE THIS OCCUPATIONAL HEALTH & SAFETY

ComfortDelGro has established Occupational Health and Safety (OHS) systems in place, that are in alignment with regulatory requirements and internationally recognised safety standards including ISO 14001, ISO 45001, ISO 9001, ISO 4801 and AS/NZ4801. These standards aid in specifying the processes and procedures for identifying, assessing and managing health and safety risks in the workplace.

All employees, vendors, contractors and operators that operate within our premises are covered by our OHS management systems.

Hazard identification and detailed risk assessments are conducted regularly to identify any major health and safety risks faced by our employees, workers and customers. As a transport provider, these pre-emptive measures are essential. In our Singapore operations, annual risks assessments and independent physical inspections are conducted. Our Australia operations conduct similar risk identification and assessments in alignment with the ISO 14001, 45001, 9001 and 4901 standards. In addition to the risk identification and assessments, our UK operations have a Safe System of Work (SSOW) policy in place, which aids in incident and risk documentation.

To establish a culture of safety, we have continuous training and safety awareness programmes that run throughout the year. For instance, our SBS Transit Bus and Rail Engineering and VICOM operations, are subject to specific training to perform their various functions in accordance with regulations. This training is provided by accredited training agencies. Our SETSCO staff are also required to attend safety orientations, trainings and site familiarisation courses for specialised clients in the marine, shipyard, construction and oil/petrochemical sectors, when relevant and appropriate.

Our Contractor Induction Packages, Supplier Agreements and Tender Documents specify details to ensure our third-party suppliers and contractors are made aware of our prevailing safety measures. They are provided with these documents prior to any commencement of work. Our global operations undergo a due diligence process to ensure that all third-party business partners are equipped with the necessary licenses and documentation that are align with our safety standards and expectations. ComfortDelGro Taxi vendors are required, as a pre-requisite, to have a Method Statement and Risk Assessment, which is reviewed by our Safety Officers for approval prior to any commencement of work. In addition, our operations in Australia, require vendors to complete induction programmes to ensure full compliance with ComfortDelGro's OHS standards and expectations.

ComfortDelGro has an established joint management-worker Workplace Safety and Health (WSH) Committees to represent our employees and workers across all our countries of operation, with the aim of evaluating and improving our OHS programmes (see Appendix 5). The WSH Committees meet regularly to conduct evaluations and assessment of OHS management systems, and to develop appropriate solutions. The WSH Committees are also present on a micro-level to monitor day-to-day OHS matters.

ComfortDelGro strongly emphasises health and safety in our workplace, and consistently communicate our measures and expectations through training, education and instilling a safety culture. We strongly encourage all employees and workers to report any work-related hazards, without fear of reprisals. ComfortDelGro has established an open and encouraging environment to flag and report on OHS hazards. Employees are able to report incidents or hazards to 524A supervisors, their WSH Committee representatives or anonymously. Our Australia operations, for example, are equipped with a company mobile application as well as a workplace kiosk, in which they can report incidents. Our Whistleblowing Policy (see Annex C) also act as a safeguard against adverse actions on employees who raise these concerns.

All employees are reminded of their right to remove themselves from unsafe work circumstances or dangerous situations. National legislation in Australia also stipulates a worker's right to cease unsafe work if the worker has reasonable concern that continuing work would lead to significant exposure to health and safety risks. To further demonstrate commitment to OHS, trained Health and Safety Representatives are given full authority to issue stop-work notices in situations that they

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deem unsafe, enabling corrective actions to be taken before work is able to resume.

All incidents and investigations of breaches in workplace safety are reported to the management. Any reported work-related breaches of safety are investigated and subsequent corrective actions taken to eliminate or minimise the hazard, avoiding recurrence. During the investigation process, OHS incidents are analysed to assess whether there are systemic issues that can be addressed through additional training or whether a change of procedures or equipment is required to reduce the risk of injury.

In Singapore, relevant facilities and support services are in place, such as our annual and routine health screening and availability of first aid kits and Automated External Defibrillator (AEDs). To engage with our staff, especially those who are working from home, wellbeing talks and seminars on topics such as exercise, health issues, diet and mental health were hosted on a bimonthly basis.

MANAGING COVID-19 AT OUR WORKPLACE

Practicing the three-pronged protocol of Trace, Test and Vaccinate, ComfortDelGro has put in our best effort to curb the spread of COVID-19 within our communities.

Due to the high transmissivity of the Delta variant, COVID-19 clusters emerged across several of bus interchanges in Singapore during the year. Over 200 of our bus captains tested positive and our public transport operator, SBS Transit, acted swiftly to enhance safe management measures and reduce further transmissions. Similarly, when a COVID-19 cluster was discovered at ComfortDelGro Driving Centre, it was closed for two weeks for deep cleaning and disinfection.

In Singapore, all staff were informed to provide weekly ART results when they were required to work from office starting from September 2021. We distributed over 200,000 ART kits, including 65,000 additional purchases by ComfortDelGro, to support staff in Singapore. In UK, we procured 58,000 ART test kits for staff. On top of the S\$86.5 million rental relief distributed to cabbies, ComfortDelGro Taxi also distributed ART kits to cabbies earnestly as they are subjected to routine COVID-19 testing.

In the geographies that ComfortDelGro operate in, we worked closely with the respective government authorities, business partners and employees to encourage vaccination that would offer our workers the best protection against COVID-19. The vaccination rate stands at 99% for Singapore and China, with booster shots in progress for our frontline staff. In Australia, we ran a campaign to promote vaccination take-up rate by offering gift-cards to full vaccinated workers.

OUR STAFF'S TIRELESS EFFORTS TO COMBAT COVID-19



Distribution of ART kits and disinfection liquids



Encouraging vaccination for employees and providing discounted rides for vaccination appointments

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JUST THE SHOT, A VACCINATION INCENTIVE PROGRAMME

While it is not mandatory for employees to have the vaccination, our business in Australia recommended all staff do so in order to have the “strongest protection available”. Buslink, the Northern Territory’s largest school and urban bus transport provider, did its part to ensure the safety of staff, their families and loved ones and the wider

community, by launching a COVID-19 vaccine incentive programme for employees.

“Unlike the mainstream flu vaccinations, Buslink NT is unable to arrange onsite administering of COVID-19 vaccinations. Hence, they ensured that locations and hours of operation for employee’s closest vaccination hubs were made available.

Buslink NT was keen to ensure that as many employees as possible receive the vaccination, and to have a good understanding of our company-wide vaccination profile. This will help us to assess risks to our workforce, should a wave of infections occur in the community. Those who had questions or concerns about the vaccine were encouraged to contact their regular doctor.

Employees who present their vaccination certificate, medical certificate or MyGov statement that confirms they have received the vaccination will each receive a \$30 Coles Group and Myer Gift Card.

OUR PERFORMANCE AND LOOKING FORWARD

ComfortDelGro continues to target for zero fatalities & injury rates below national averages in our locations of operation.

Workplace Injury Rate (WIR) per 100,000 Employees 2021 – ComfortDelGro Group*

WORKPLACE INJURY RATE (WIR) PER 100,000 EMPLOYEES	2019	2020	2021
Singapore	457.4	455.1	714
UK & Ireland	480.8	616.2	356.7
Australia	2,189.9	1,008.8	1,929.4
China[^]	-	-	738.6

* Workplace Injury Rate (WIR) for Singapore falls below the 971 per 100,000 employed persons for the Transportation and Storage industry. The statistics is published by Ministry of Manpower in the Workplace Safety and Health Report 2020. According to the Labour Force Survey, the WIR in UK/Ireland falls below 1,770 per 100,000 employed persons for the industry. Australia has a “no-fault” system of workers’ compensation for work-related injuries and benefit systems which indirectly led to relatively high workplace injury reports and long medical leaves.

[^] This is the first year we are reporting on China’s data and hence past year data is not available.

Recordable Work-Related Injury – ComfortDelGro Group

	2019		2020		2021	
	Number	Rate	Number	Rate	Number	Rate
Singapore	73	1.75	73	2.06	90	1.63
UK & Ireland	28	2.25	35	3.03	19	1.45
Australia	83	12.88	39	12.98	76	10.25
China[^]	-	-	-	-	5	1.38

The calculation of work-related injuries is based on the formula – No. of injuries/ No. of man hours per region x 1,000,000 man hours worked. The total number of man hours for 2021 is 79,462,551.

[^] This is the first year we are reporting on China’s data and hence past year data is not available.

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PUBLIC HEALTH & SAFETY

In Singapore, we have been implementing the iSafe system since 2019, which comprises the Safe Green Eco System, GoldenEye, and MobilEye. The entire SBS Transit fleet has been installed with the MobilEye, a smart camera that is able to detect, analyse and monitor road conditions while the vehicle is moving, as well as provide real-time audio-visual warning via a display unit to the driver. Newer buses provisioned by the Land Transport Authority have been installed with the Integrated Smart Advance Warning Unit (I-SAW-U) instead of the MobilEye. Similarly, I-SAW-U is a smart camera system that acts as an extra pair of eyes to warn Bus Captains of obstructions and subjects in their blind spots. It also alerts the Bus Captains if a pedestrian is in front of the bus, if the bus strays off lane, or if it is travelling too close to the vehicle in front. We also made investments in artificial intelligence technology.

Since December 2019, we have been operating Singapore's first fully predictive anti-collision buses, which come with a Driver Support System that has a built-in Collision Warning & Emergency Brake (CWEB) feature. With the system's ability to initiate braking if the driver does not respond to the warnings in time, Volvo's CWEB feature is a welcome safety enhancement that helps bus drivers avoid critical situations and accidents. ComfortDelGro Bus Drivers have undergone training on the in-built CWEB feature.

Since 2020, the Vehicle-Activated Speed Display (VASD) system were also implemented to provide instant feedback to Bus Captains (BCs) on travelling speed and serves as a reminder to respecting applicable speed limits. This year, we have also rolled out the blinker light sensor system across multiple bus interchanges which alerts oncoming buses or other reversing buses on buses reversing out of parking lots.

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

SBS Transit launched the "Travel with Confidence" programme such as priority boarding for passengers-in-wheelchair at all 50 of its MRT stations. This programme adopts a precautionary approach to increase the safety experience of commuters with disability. Floor stickers were also used to increase awareness of the programme amongst the disability community. For

elderly, public education posters were put up to encourage the safe use of escalators to avoid injuries. Other safety advisory includes holding on to support and staying seated until the bus or train stops for alighting.

In June 2021, SBS Transit also embarked on a partnership with Dementia Singapore to roll out "Find Your Way", an initiative that helps people with dementia find their way around bus interchanges and MRT stations with ease through the use of colourful murals of childhood games or activities. The pilot test was held at Toa Payoh bus interchange.

In light of COVID-19, ComfortDelGro kept up with our public health safety measures across our operations. Commuters are reminded to wear their masks and to avoid talking loudly onboard public and private transports. Hand sanitisers are also available on vehicles and at stations to encourage good personal hygiene. At SBS Transit, employees are trained to apply Electrostatic Disinfectant Spray on buses and trains. High commuter touchpoints in the stations are cleaned once every two hours while train interiors are cleaned throughout the day.

Our private mobility operations, such as taxi and private bus services, were also involved in conveying those serving Stay-Home Notices for their COVID-19 tests. This meant that our drivers are required to don on Personal Protective Equipment and adhere to the strict hygiene standards in order to protect themselves and others.

OUR PERFORMANCE AND LOOKING FORWARD

In 2021, we recorded five fatalities across our global operations. Two fatalities were from SBS Transit's bus operations, of which both fatalities involving a pedestrian and a cyclist occurred at traffic junctions. From Metroline's operations, two fatalities stemmed from pedestrian collisions. In China, there was a fatality was due to a taxi collision in Beijing with a pedestrian due to a blind spot at a junction. ComfortDelGro reached out to all families of the deceased to provide our support during these difficult times.

Upon the incidents, the drivers were immediately suspended and investigations were launched to determine the disciplinary actions. At the conclusion of these cases, the drivers were either dismissed or subjected to further suspension with conditions to attend mandatory retraining and safety courses. The use of technology such as MobilEye continues to play a heavy role in ensuring the safety of our road transportations.

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CONVEYING PASSENGERS SERVING STAY-HOME NOTICE

When drivers were needed by the Ministry of Health to convey those serving Stay Home Notices to and from swab facilities, Cabby Koi Eng Yeow, 51, was one of 110 ComfortDelGro cabbies who stepped up and served.

At the peak of COVID-19 in June 2021, like all the cabbies, Cabby Koi was deployed about four times a week on average. Even though he is now deployed only once a week, he would still don the full Personal Protective Equipment before picking the passengers up. Understanding how it could be difficult for the passengers at times, Cabby Koi would chat with them a little and play light music to calm them down.

He said: "Usually, they are rather worried as they don't know what to expect so I will do my best to assure them, by answering all their questions to my best ability." After each trip, he would then drive to any public hospital to disinfect the whole taxi and discard his PPE properly in a biohazard bin. When he's home, the first thing he does is to shower and disinfect before he even speaks to his wife or children. Asked if his family is worried at all that he has been doing this for more than a year, Cabby Koi said: "Maybe initially my family was but we have come to learn how to 'live' with COVID-19. Moreover, my family and I have been fully vaccinated and I have even had my booster shot. I can't do much to help except to use my taxi and to serve in the best way I can."

Road & Passenger Safety (2021) – ComfortDelGro Group

Road & Passenger Safety 2021	2019	2020	2021
FATALITIES			
Singapore	1	0	2
UK & Ireland	1	0	2
Australia	0	0	0
China[^]	NA	NA	1
PASSENGER INJURIES			
Singapore	724	515	590
UK & Ireland	239	130	42
Australia	536	49	133
China	-	-	104
VEHICLE COLLISIONS RATE (PER MILLION MILE)			
Singapore	0.31	0.36	0.28
UK & Ireland	48.18	35.69	26.65
Australia	31.32	25.44	19.75
China[^]	-	-	5.34

[^]This is the first year we are reporting on China's data and hence past year data are not available.

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OUR PEOPLE

Protecting the human and labour rights, mental, physical and emotional wellbeing of our people through targeted initiatives, upskilling and inclusion for all

WHY THIS MATTERS TO US

At ComfortDelGro, we believe our employees are vital to our growth and success. Employees are at the core of our operations, and are essential in ensuring that we deliver quality, reliable, safe and efficient service. With the changing landscape of the working environment, we are committed to ensuring our employees remain engaged in their wellbeing and professional development.

HOW WE MANAGE THIS

Active, consistent and constructive engagement with our employees is our first step to demonstrating our commitment to our workforce. Our business is wholly aware of the impact that satisfied and engaged employees can have on long-term business growth and service quality.

Our active and continuous dialogue with our employees allows us to align our business goals and strategy across our operations, while also creating opportunities to be proactive in addressing key needs and concerns of our employees. We do this through targeted labour-management relations and talent management programmes.

HUMAN & LABOUR RIGHTS

Labour relations, including the honouring of human and labour rights, play a critical role in how ComfortDelGro manages its employees and operations. In 2021, 82% of our employees were covered by Collective Agreements.

ComfortDelGro work harmoniously with employees and Unions in a tripartite Labour-Management relationship. The

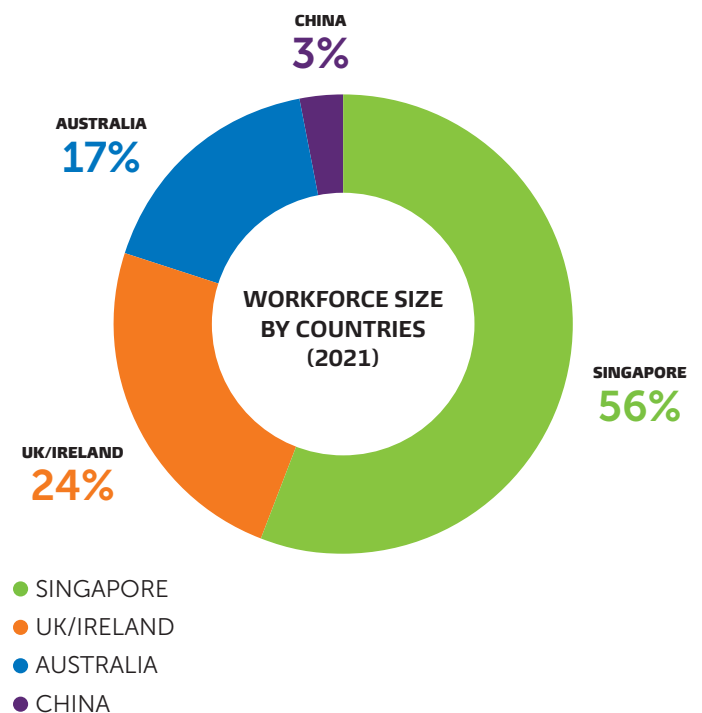
common goal and shared vision between us and the Unions, is the improvement of employees' welfare. Working closely with Union representatives, who act as a vital tether between the organisation and the Union, we are able to ensure open communication and timely addressing of key needs for the betterment of our workforce. In the event of significant operational changes that could substantially affect employees, a minimum one-month notice will be issued to employees and their representatives. The notice period and provisions for consultation and negotiation are specified in the collective agreements.

A core component of our labour relations is the upholding of human rights. In 2021, ComfortDelGro published our Human Rights Policy. It details the actions and response our organisation is undertaking to ensure the fortification of the human rights of our employees across all our operations. Our Human Rights Policy (see Annex B) details our obligation to fair employment practices, ethical labour practices, freedom of association and right to collective bargaining, fair and safe working conditions, diversity and inclusion, and growing our people. In the UK, Metroline refreshed its Modern Slavery and Human Trafficking policy in 2021 and updated its procurement and supplier management practices to reflect this commitment.

ComfortDelGro will continue to uphold our commitment to fair labour practices and human rights. We will uphold our commitment to instill the key principles of fair employment practices and abide by all regulatory requirements and labour laws in our respective countries of operation.

OUR PERFORMANCE AND LOOKING FORWARD

Total workforce as at 31 Dec 2021: 22,589*



*Excludes employee strength in Auckland, New Zealand as Auckland One Rail began operations only on 16 January 2022.

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SINGAPORE		
	Number	Rate
Workforce Size	12,605	
New Hires	1,522	7%
Staff Turnover	2,200	10%

UK / IRELAND		
	Number	Rate
Workforce Size	5,327	
New Hires	598	3%
Staff Turnover	1,066	5%

AUSTRALIA		
	Number	Rate
Workforce Size	3,939	
New Hires	580	3%
Staff Turnover	964	4%

CHINA		
	Number	Rate
Workforce Size	677	
New Hires	13	0%
Staff Turnover	95	0%

MALAYSIA		
	Number	Rate
Workforce Size	41	
New Hires	5	0%
Staff Turnover	4	0%

DIVERSITY & EQUAL OPPORTUNITY

With operations that span the globe, and stakeholders that are represented across various social identities. ComfortDelGro takes pride in our value of enabling a more equitable world. Diversity and equal opportunity remain as core values of our operations. We also take a zero-tolerance approach to discrimination. Ensuring diversity and equal opportunity is critical for attracting and retaining the right talent as well as to foster an innovative and collaborative workplace.

At ComfortDelGro, we continuously strive to provide a fair and supportive work environment for all our employees, regardless of their age, sex, marital status, sexual orientation, disability, race, colour, nationality, ethnic or national origin, religion, or affiliation to any political party or trade union. Our diversity and equal opportunity principles are detailed in our Human Rights Policy.

We also understand the need to provide equitable opportunity and accessibility to marginalised individuals, or individuals who are at risk of becoming vulnerable or marginalised. Our recruitment efforts do not state any preferences or requirements that could be seen to be discriminatory. We ensure compliance with all relevant regulations. ComfortDelGro continues to be a signatory to the Tripartite Alliance of Fair and Progressive Employment Practices (TAFEP), adhering to the five key principles of employment practices.

OUR PERFORMANCE AND LOOKING FORWARD

In Singapore, SBS Transit has pledged to be an inclusive sustainable employer under Sustainable Employment by Singapore Business Federation. SBS Transit has also recruited and deployed four persons with disabilities as station guides.

On gender equity, ComfortDelGro and 65 of our investors, collectively issued a statement in support on the United Nations (UN) Women's Empowerment Principles in 2019. We continue to stand by our support of these principles through initiatives towards gender equality in the workplace and communities in which we operate.

It is our firm belief that gender equality contributes strongly to a successful organisation, increasing not only financial performance, but the benefits to the broader society and economy. On our Board, ComfortDelGro has achieved 30% female representation. In the workplace, our Australia operations launched a Women in Transport initiative in 2021, to attract more female talents and increase women representation in the transport sector. Beyond gender diversity and equality, our Australia operations also initiated a national Diversity & Inclusion Committee in September 2021, to sponsor and support various diverse groups. ComfortDelGro will continue our efforts to increase female representation in the workplace, while ensuring an equitable remuneration structure based on work performance without gender bias.

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Total Employees, by Gender and Region (2021) – ComfortDelGro Group

	MALE	FEMALE
Total	19,355	3,234
Singapore	10,897	1,708
UK	4,769	558
Australia	3,248	691
China	411	266
Malaysia	30	11



Total Employees, by Age Group and Level (2021) – ComfortDelGro Group

	< 30 YEARS		30-50 YEARS		>50 YEARS	
	Number	%	Number	%	Number	%
Executive & Above	187	0.8%	1,477	6.5%	822	3.6%
Non-Executive	1,841	8.1%	9,310	41.2%	8,952	39.6%
Total	2,028	9.0%	10,787	47.7%	9,774	43.3%

Total Individuals in Governance Bodies, by Gender (2021) – ComfortDelGro Group

	MALE	FEMALE
Number	134	56
%	70.5%	29.5%

Total Individuals in Governance Bodies, by Age (2021) – ComfortDelGro Group

	< 30 YEARS	30-50 YEARS	>50 YEARS
Number	1	113	76
%	0.5%	59.5%	40%

Total individuals in Governance bodies by employee category and age (2021) – ComfortDelGro Group

	MALE	FEMALE
Executives and above	71.0%	29.0%
Non-Executives	87.0%	13.0%

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EMPLOYEE WELLBEING

With the uncertainties facing the world, as well as the ongoing pandemic, many of our employees are beginning to experience fatigue. These considerations, along with prolonged social isolation, have highlighted the importance of mental and physical wellness. ComfortDelGro believes that we have a responsibility to ensure the wellbeing of our employees in order to prevent unnecessary workplace accidents as well as to create a positive organisational culture.

Through a series of initiatives, training and engagement, as well as the provision of benefits, we aim to improve the wellbeing of our employees.

OUR PERFORMANCE AND LOOKING FORWARD

ComfortDelGro abides by national guidelines on employees' leave and benefits, and these are clearly documented in our Staff Handbook. We support flexible work arrangement and provide an array of leave benefits such as annual leave and childcare leave to support employees who are caregivers and parents. In addition, we provide staff discount to attractions to encourage staff to spend time with their family and enjoy work-life balance.

In 2021, our Group Human Resource team curated a series of programmes to help employees improve their mental well-being. This was rolled out across four webinars focusing on educating employees about managing their stress and encouraging them to co-monitor their peers and colleagues to intervene early if they detect a problem.

SBS Transit worked together with the Workplace Safety and Health Council and their appointed vendor to survey staff and Bus Captains. This was to identify key areas of focus regarding physical and mental health. Post-survey, SBS Transit launched targeted physical and mental health interventions as well as a four-part infographic series. This series has been disseminated to all employees to continuously encourage care for their mental wellbeing in these trying times.

ComfortDelGro will continue to place employee wellbeing at the forefront of our employee engagement initiatives. This includes launching of our employee engagement survey and formalising programmes for our workforce in new and critical areas such as sustainability transition, non-conscious bias and diversity training.

TRAINING

Training and upskilling are essential components in establishing long-term career development for our employees. Our forethought and preparation in previous years, through digital

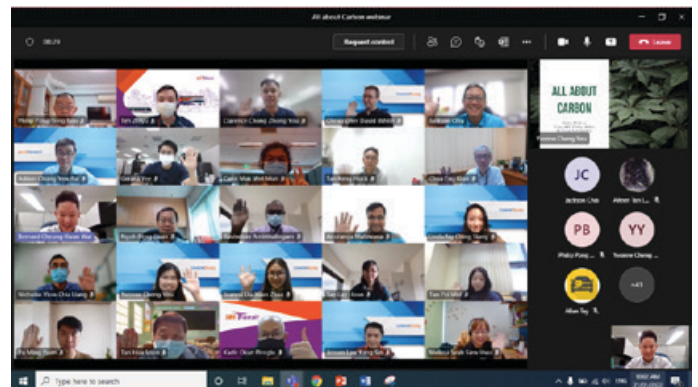
training and business continuity exercises, enabled an agile and smooth transition to hybrid work arrangement during the COVID-19 pandemic. This in turn, provided opportunities for increased accessibility to training and education material through virtual platforms.

ComfortDelGro believes that it is important to bring our employees along on our journey, as we strive to innovate and transform our enterprise. We provide the requisite training and upskilling to our staff to achieve this. This extends beyond our need for a capable and adaptable workforce, to encompass our commitment to our employees' professional development.

All employees receive annual performance and career development reviews, assessed on the criteria of competency and contribution. Management level staff are reviewed on additional aspects such as key performance tasks and targets.

OUR PERFORMANCE AND LOOKING FORWARD

Our broad range of training offerings allow employees to tailor their development according to their specific needs. In 2021, the average training hours is 20.2 hours, up from 18.6 hours in 2020. As a new initiative, the Group Sustainability Office organised two sustainability-themed webinars to upskill the workforce on the relevance of sustainability to our business, and the risks and opportunities it may present for the Group. Feedback from the sessions were used to further enhance the quarterly webinars. Close to 200 staff attended the live sessions and the average rating for the session was 4.7 (out of five) stars.



ComfortDelGro will continue to invest in training and upskilling for our employees across all our regions of operations. We will additionally make significant efforts to promote digital training across all our Business Units.

Training Hours Summary, by Gender and Level (2021) – ComfortDelGro Group

	MALE		FEMALE	
	Total Hours	Average hours per employee	Total Hours	Average hours per employee
Executive & Above	51,358	29.08	11,701	16.25
Non-Executive	344,979	19.61	48,544	19.31

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OUR PATRONS AND COMMUNITIES

Ensuring the highest service quality and accessibility of transportation for all, making sure that we are kind and responsible to our communities and broader society

WHY THIS MATTERS TO US

As a global transport solutions provider, we pride ourselves in our ability to connect people, but also connect with people. ComfortDelGro believes that safe transportation should be accessible to all and should aid in contributing to a more inclusive society.

With the ongoing COVID-19 pandemic, we are continuously focused on ensuring the safety and wellbeing of all our patrons. In these challenging times, we strive to provide care and support to communities which we operate in.

HOW WE MANAGE THIS

In each of our locations, we aim to identify key community-focused issues that we can contribute to solving. We understand the advantage our operations have in terms of active societal engagement, and continuously aim to honour our longstanding commitment as a good corporate citizen. We strive to maintain a high level of service quality and responsiveness to the needs of our local communities, to create shared value for all.

Active community engagement is a core part of how we manage our impact and ensure a strong social license to operate.

ACCESSIBILITY

Accessibility to an inclusive transportation system is a cornerstone to establishing an inclusive society. As a provider of land transportation services, ComfortDelGro upholds our commitment to ensuring inclusive and accessible services for all.

Accessibility and inclusivity are also integrated into our workplace operations, ensuring that we establish an inclusive culture for our people, as well as our patrons and communities.

OUR PERFORMANCE AND LOOKING FORWARD

In our workplace operations, we have ensured accessibility through the provision of wheelchair ramps and lift access as well as wheelchair accessible restrooms.

In our public transportation operations, we have proudly ensured that 100% of our public buses operated in Singapore, UK and Australia are wheelchair friendly buses that are able to transport persons-in-wheelchairs (PIWs) comfortably and safely. Our bus drivers are also trained on how to effectively deploy the ramps and how to appropriately assist the passengers.

ComfortDelGro has a rigorous training programme for all bus drivers, based on our eight service standards for different customers, addressing the elderly as well as persons with disabilities. The training extends beyond persons with physical disabilities, to include those with invisible disability such as autism.

In the UK and Ireland, employees are trained in disability awareness and loading of wheelchairs onto vehicles. Metroline has established internal maintenance protocols and procedures to support this, such as deploying the wheelchair ramp at the garage before any journey is started to ensure it is functioning well. Metroline continues to organise accessibility communications activities, campaigns, and awareness and sensitivity training sessions with various partners throughout the year. In London and Liverpool, all Hackney Carriages of Computer Cab are wheelchair accessible. In Australia, all Forest Coach Lines drivers as well as drivers from Blue Mountains Transit were trained on assisting the elderly and those with disabilities. For taxis, all of Swan Taxis' cabbies were trained to help the elderly and those with disabilities. CDC Victoria also conducted a Customer Connect Care training as part of induction to a total of 93 bus drivers and 124 existing bus drivers as well as three Operations Control Centre staff in 2021. In China, free rides are provided to those in need on Disability Day.

In Singapore, ComfortDelGro Driving Centre waived the S\$850 annual membership fee for private driving instructors who train learner drivers with disability. For ComfortDelGro Taxi, all taxis are equipped with boot space to place wheelchairs and drivers are trained to assist those who have disabilities. For those that are visually impaired and require a guide dog in their day-to-day activities, they also receive up to three booking waivers a day to get around. Through our ComfortDelGro MedCare services, seniors and persons with mobility issues may hire our fleet of specially equipped minibuses for medical appointments or social outings. These vehicles are capable of accommodating a range of wheelchairs, including those that are motorised and bulkier. The automatic hydraulic lifts allow wheelchair users to get on board without dismounting.

ComfortDelGro commits to continuous improvement in our accessibility offerings throughout all of our operations. We will strive to integrate any new and useful technologies to aid in inclusivity.

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

Wheelchair Accessibility on Public Buses (2021) – ComfortDelGro Group

	2020	2021
Singapore	100%	100%
UK & Ireland	90%	100%
Australia	-	100%

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

	2021
Singapore	98.2%
UK & Ireland	82.2%
Australia	64% (up from 57% in 2020)

In our overseas operations, regional road infrastructure is not always designed to operate low-floor wheelchair accessible buses. The regional bus operations are therefore constrained from operating low-floor wheelchair accessible vehicles.

SERVICE QUALITY

Ensuring the highest quality of safe and inclusive transportation allows ComfortDelGro to maintain and enhance trust with our patrons. Service quality is one of the key differentiators in setting ComfortDelGro apart as a leader in transport services.

We have a robust set of processes to ascertain customer and community feedback on our service quality.

OUR PERFORMANCE AND LOOKING FORWARD

For commuters across our global operations, we have information counters at bus interchanges/ MRT stations, websites, apps, hotlines, and social media channels to engage customers and to promote our services. Upon receiving queries, we adhere to high service standards to respond within a reasonable timeframe. For example, ComfortDelGro Taxi adheres to a formal process certified under ISO 9001:2015 to handle all customer feedback and for the investigation process. Currently, the target is to respond to 80% of cases within five working days, and they have achieved 85% in 2021. For business clients, we conduct regular engagement and feedback sessions to ensure that we continue to meet their needs.

For our public transport operations, it is our priority to operate services according to planned schedules and adhere to robust safety standards and stringent checks. In 2021, SBS Transit partnered with Stratio to implement Bus Condition Monitoring as part of their efforts to explore cost-effective solutions to increase fleet uptime and improve customer satisfaction. As a result, they were able to deliver a safe, comfortable and reliable

service for commuters by optimising maintenance process and improving bus reliability. SBS Transit also has a mobile app which communicates train and bus arrival timing to commuters. More initiatives of SBS Transit commuter inclusion and accessibility are available in their Sustainability Report 2021.

We also work closely with the Traffic Police to improve road safety and conduct up-to-date training for all Bus Captains and Customer Service Officers to ensure the highest standards of safety and security. To manage COVID-19 on transport services, we continue to adhere to government protocols and implement Safe Management Measures.

In Singapore, the Public Transport Council also conducts the Public Transport Customer Satisfaction Survey (PTCSS) to determine service quality. For PTCSS 2021, commuters remained satisfied with public transport services. The mean satisfaction score was 7.8 out of 10, a score that was maintained since 2019. For Point-to-Point (PtP) Transportation Survey, a mean satisfaction score of 8.4 out of 10 was received for 2021, comparable to 2020 and 2019 scores. ComfortDelGro is proud to be one of the public transport and PtP operators that continue to deliver on our service and result in commuter satisfaction.

Our commitment to honouring service quality and successful customer engagement remains a priority for ComfortDelGro and we will continue to do so indefinitely. We will strive to improve on our service quality and integrate constructive feedback into our processes.

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

TESTIMONIALS FROM OUR SATISFIED CUSTOMERS



I WOULD LIKE TO EXTEND A HUGE APPRECIATION AND GRATITUDE TO THE DRIVER DONNA ON THE MOUNT COOLUM ROUTE FROM COOLUM STATE PRIMARY. SHE GOES ABOVE AND BEYOND WITH THE CHILDREN ON THAT BUS AND I WOULD LIKE FOR HER EMPLOYER TO BE AWARE. SHE IS FANTASTIC AND I AM TRULY THANKFUL FOR HER.



YOUR DRIVER WAS POLITE AND WELCOMING AS I BOARDED THE BUS ON ROUTE 91. SHE WAS ATTENTIVE AND CARED.

AS AN ESSENTIAL WORKER ON MY WAY HOME, SHE PUT A SMILE ON MY FACE AND I JUST WANTED TO MAKE SURE SHE KNEW AS IT'S IMPOSSIBLE TO SMILE BACK UNDER A FACE MASK!

THANK YOU MISS ASAMOAH AGBLEY.



I'M SENDING A SINCERE NOTE OF THANKS TO YOUR DRIVER, GURMEJ SINGH, AND OFFICE STAFF WHO FOUND A BALLARAT HIGH SCHOOL SAXOPHONE ON ONE OF THE BUSES AND NOTIFIED US OF ITS WHEREABOUTS. I JUST SPOKE TO THE STUDENT AND HIS DAD IS PICKING IT UP. PLEASE PASS ON OUR APPRECIATION TO THE DRIVER AND ALL CONCERNED. WE ARE VERY GRATEFUL FOR YOUR ACTIONS.



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



AUTOMATED EXTERNAL DEFIBRILLATOR (AED)-ON-WHEELS PROGRAMME

As one of 50 first-responders of the Singapore Civil Defence Force-ComfortDelGro AED-on-Wheels programme, Cabby Sin York Tan has been trained on how to use the AED as well as to render first aid. As such, when he chanced upon an injured cyclist involved in a traffic accident with a car, the Good Samaritan stopped to help. Later on, he also attended to an injured motorcyclist by helping him bandage his bleeding knee before the paramedics arrived.



FIRST ACCIDENT AND COVID-19 INSURANCE FOR PASSENGERS ON BOARD COMFORTDELGRO TAXIS

For just 30 cents, passengers can get insurance coverage when they book a taxi ride via the ComfortDelGro Taxi app.

This product offers passengers coverage for Personal Accident such as Accidental Death and Permanent Total Disability of up to \$50,000 for 24 hours starting from the time they board the taxi. The plan, which is the first of its kind in Singapore, also offers a \$500 cash payout for anyone who has:

- Taken the COVID-19 Polymerase Chain Reaction (PCR) test and is tested positive for COVID-19, within 14 days from the date of the ride; and
- Hospitalised to receive in-patient treatment for a consecutive period of at least three days after testing positive for COVID-19.

Passengers can simply "opt in" for the insurance at the point of booking or during their ride.

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

LOCAL IMPACT & CSR

Creating positive local impact beyond our direct operations allows us to demonstrate our commitment to bettering the communities we operate in and extend our care to those in need. Each location is responsible for their social responsibility outreach, to ensure programmes are tailored specifically to the needs of their communities. In 2021, ComfortDelGro collectively gave S\$2.07 million in donations, up from S\$1.44 million in 2020.

OUR PERFORMANCE AND LOOKING FORWARD



AUSTRALIA

A key focus area for our Australia operations is the outreach and uplifting of indigenous peoples. National Aborigines and Islanders Day Observance Committee week took place in July 2021, with CDC Australia commemorating and honouring indigenous Australians across depots and business units across Australia.

CDC NSW continued their work with Kinchela Boys Home Aboriginal Corporation on our programme to promote and share stories of aboriginal history and facilitate healing through a partnership over three years. CDC Victoria also hosted 12 young indigenous people at the Wyndham Depot and head office, with the aim of educating them on potential career opportunities that are available.

Our Australia operations, through their continuous community engagement, also understand the value of sport in unifying people and building common ground. Buslink NT used this principle to provide support to the Deadly Cup indigenous rugby league event in July 2021. Buslink NT also provided sponsorship for the Jabiru Bombers, a team in the Australian rules, a football code unique to Australia. CDC NSW provided support in Sydney for various sporting events, including the provision of safe and accessible transport for fans to get to the games.

The community outreach in Australia also extends beyond indigenous peoples and sport, to address other community touchpoints as well. Moove Media Australia supported the vaccine rollout by providing 100 cityside panels, equivalent to \$140,000 of advertising, free of charge as part of Government's vaccination publicity campaign. CDC NSW provided monetary sponsorship and advertising for Blacktown Arts in multicultural Western Sydney to support artistic and cultural innovation exhibitions, performances, workshops and events.

CDC Victoria provided support to the Red Cliffs Community Resource Centre by providing a vehicle that delivered food to the disadvantaged in Mildura and also provided support to a multicultural community organisation in Melbourne's western suburb of Werribee to help secure water for their community garden. CDC Victoria donated A\$20,000 to support the underprivileged but talented and motivated young people in Melbourne's West so as to help them realise their potential through merit-based, tailor-made scholarships and opportunity programmes.

CDC Victoria continued to sponsor A\$10,000 towards a three-year environmental project with the Victorian State Government and major bus industry suppliers, Volvo Bus Australia, and CMV Truck & Bus for the development of Australia's first dementia friendly forest and sensory trail in Victoria's Woowookarung regional park in Ballarat. The all-abilities sensory trail winds through native bushland and is designed to stimulate positive memories, feelings and sensations for people living with dementia. It offers visitors an experience in nature that is accessible for wheelchair users and their carers, people with assistance dogs, and groups from residential aged care facilities.



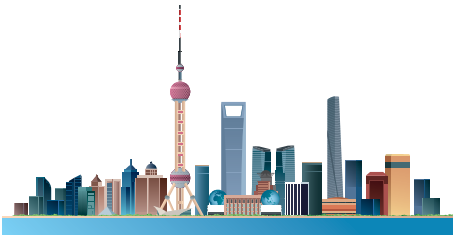
UK

The UK operations focused on positive contribution to the communities and the national economy, by focusing on employment opportunities and supporting the UK Governments Kickstart Scheme. The Kickstart Scheme provides funding to employers in the UK to create jobs for young people who are at risk of long-term unemployment due to the economic impact of the pandemic. Metroline created 30 new paid job placements at its London bus garages under this programme. The roles included garage operations, recruitment, IT, engineering administration, service delivery, and roadside support. In addition, Metroline provides career advice for these staff to enhance their future job prospects.

The UK Government also introduced a ruling allowing levy paying employers to gift up to 25% of their apprenticeship levy to fund new apprenticeships. Metroline gifted £200,000 of its unused levy to Total People, a large-scale social enterprise focused on providing work-based learning and apprenticeship opportunities.

Our UK operations also provided a contribution of £24,000, towards Save the Children and Noah's Ark Children's Hospice, instead of organising the traditional annual Christmas dinner due to the pandemic.

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



CHINA

Our China operations focused much of their social responsibility efforts in providing financial aid to those in need. In 2021, Beijing Jin Jian Taxi Services donated S\$10,519 towards the Beijing Warmth Foundation, which actively encourages workers to raise funds to help those amongst them who are facing financial difficulties.

Our taxi drivers from Shenyang ComfortDelGro Taxi visited the elderly in a nursing home in the Da Dong District, and our taxi drivers from Chengdu ComfortDelGro volunteered to deliver rice and provide free taxi trips to the elderly and the disabled. Our taxi companies in China also continued to provide free taxi trips to needy students during the country's National Education Entrance Examination.



SINGAPORE

ComfortDelGro understands that the global economy is still in a state of recovery in the gradual transition to the "New Normal". To alleviate some of the financial burden, the Group continued to extend rental waivers to its hirers amounting to S\$86.5 million.

To extend this aid to the community, our Singapore business units, ComfortDelGro Taxi and ComfortDelGro MedCare, participated in the Kind Citizen Platform. This is an innovative "pay-it-forward" marketplace platform, where members of the public can purchase vouchers of listed essential services, such as transport services, which can later be redeemed by beneficiaries of established social service agencies. To date, over 100 pay-it-forward S\$5 vouchers has been purchased. During the Chinese New Year period, ComfortDelGro Taxi also matched the voucher dollar-for-dollar and upsized the taxi voucher value to S\$10 for the receiving beneficiaries. Our participation signifies commitment towards contributing to the communities by providing safe, efficient, and accessible mobility to all.

In Singapore, ComfortDelGro have been contributing to NTUC Eldercare since 2005. This programme provides social day care services to the elderly poor. To-date, we have contributed a total of S\$2.03 million to this cause.

ComfortDelGro Taxi also has an established volunteer group, comprised of taxi cab drivers, CabbyCare Charity Group (CabbyCare). In 2021, CabbyCare continued its practice of delivering meals and bread to the needy for free, having made over 2,310 trips. The fares forfeited from these three-hours trips equate to approximately S\$173,250. ComfortDelGro Taxi also contributed a decommissioned taxi to St Luke's Hospital for its patient rehabilitation services.

In addition to caring for the elderly and poor, we also continuously engaged with the younger generation, giving aid to children in need. ComfortDelGro Driving Centre conducted road safety talks to about 1,640 secondary school students. Due to COVID-19, these talks were recorded in-house and broadcast to the students via their schools' audio-visual systems.

As part of VICOM's Care & Share initiative, VICOM participated in the HCA Hospice Care Vertical Challenge 2021 to raise funds for patients with life-limiting illnesses. This will allow the patients to spend their final moments with dignity at home in the company of their loved ones. In the vertical challenge, participants can clock their vertical gains through climbing hills, parks, ridges or stairs at their own time and pace. At the same time, participants are encouraged to be creative in sharing their HCA Vertical Challenge profile with their friends and families to raise funds. VICOM sent a total of 31 participants and as of 1 Dec 2021, VICOM's team has raised S\$26,000 for the HCA Vertical Challenge.

Beyond the vertical challenge, VICOM distributed groceries and Chinese New Year goodies to the elderly at the Thong Kheng Seniors Activity Centre and THK Indus Moral Care.

Our subsidiary SBS Transit also sponsored S\$12,000 to the "Dot Me Stickers" Campaign by The Helping Hand, which is a halfway house in Singapore that focuses on the rehabilitation of former drug addicts.

ComfortDelGro will continue to enhance our social licence to operate and community trust through active and meaningful engagement with our local communities. We will continue to strive to be a socially responsible corporate citizen and create positive impact wherever feasible.