

SOCIAL

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

2019 Highlights:



0

global workplace fatalities



Awards

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





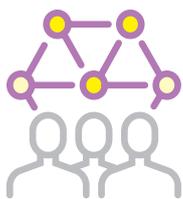
EMPLOYEE ENGAGEMENT

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

Why This Issue is Material

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

How We Manage This Issue



Employee Engagement

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

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

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



Labour-Management Relations

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

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

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

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

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



Talent Management

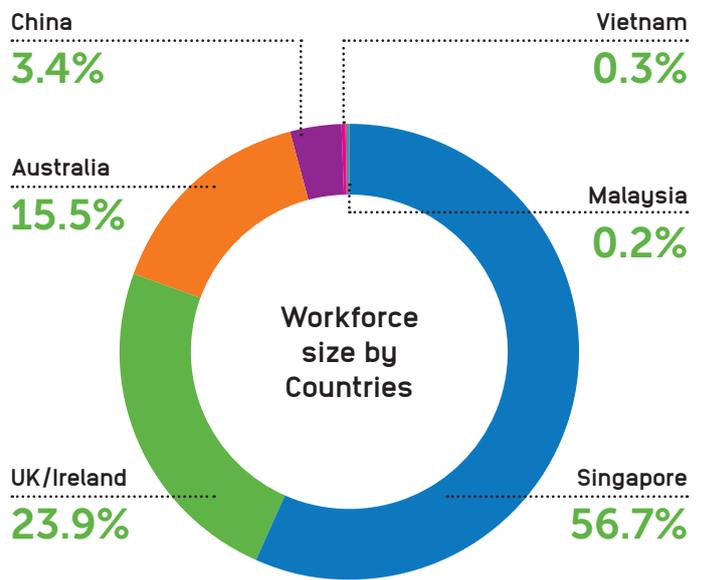
Talent management and succession planning are key areas of focus for ComfortDelGro. Through regular employee engagement programmes including seminars, training courses, quarterly newsletters and weekly dialogue sessions, we are able to encourage critical thinking and innovation, build team

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

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

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

Group Performance Summary



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

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

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

Awards and Certifications

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

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

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

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

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



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

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

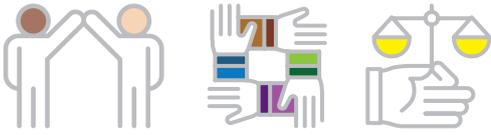


Inaugural ACTIVE! ComfortDelGro Day

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

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

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



DIVERSITY AND NON-DISCRIMINATION

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

Why This Issue is Material

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

How We Manage This Issue

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

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

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

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

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

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

Group Performance Summary



Gender Diversity Female Representation

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



Age Profile

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



Nationality

6 major nationalities



EMPLOYEE TRAINING

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

Why This Issue is Material

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

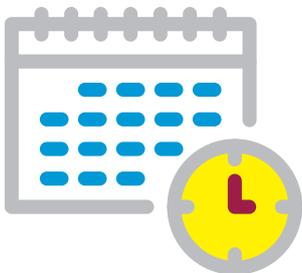
How We Manage This Issue

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

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

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

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



Group Performance Summary

Training Hours - Group Total

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

Training Hours - By Employee Category and Gender

	Male	Female
Executives	34.5	19.3
Non-Executives	28.9	21.1

Digital Training to Upskill Cabbies in Singapore

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

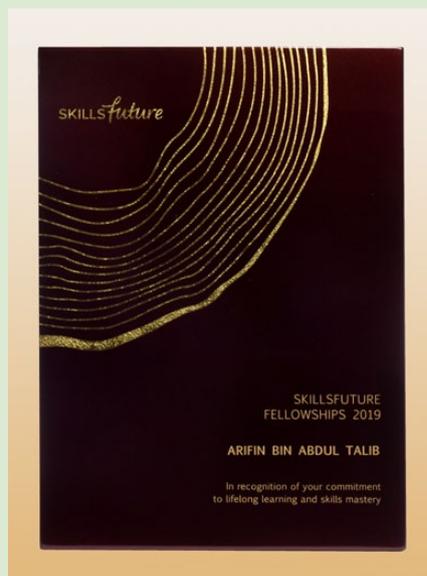
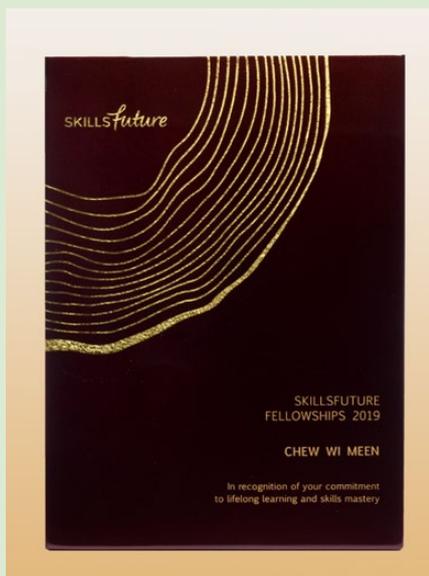
With the taxi industry having undergone rapid digital transformation over the last few years, cabbies need to learn new digital skills to stay competitive. As such, ComfortDelGro Taxi partnered with the National Taxi Association (NTA) to form a Training Committee for Cabbies in June 2019.

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



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

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



Recognition for Staff Exemplifying and Contributing to Lifelong Learning

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