

## OUR PEOPLE

Our people are undoubtedly our most valued asset. They are at the heart of our success. Without them, we would not be where we are today. We strongly believe that a happy and engaged workforce translates into providing a higher standard of service for our customers. In the long run, this can only result in growth for our organisation.

Our people are guided by a common Vision which is "To be the world's land transport operator of choice." Our Vision, Mission, Strategies and Core Values are prominently displayed to serve as constant reminders of our corporate aspiration and how we must never sway from our core values of honesty, integrity and ethics.

### OUR STRATEGIES FOR SUCCESS:



#### Look Beyond the Horizon

- Innovate and be receptive to new ideas and opportunities
- Solve problems in a prompt and effective manner
- Anticipate and embrace change



#### Do the Right Things – Right

- Never take our eyes off the ball
- Deploy people and assets for value enhancement
- Admit and learn from mistakes



#### Grow our Talent Base

- Set the performance bar above industry norms
- Give credit where credit is due
- Reward equitably

### OUR CORE VALUES:



#### Results Orientation

We will:

- Set challenging goals
- Focus on results
- Identify and solve problems
- Have a sense of urgency and ownership



#### Commitment

We will:

- Anticipate our customers' needs and constantly upgrade ourselves to provide them with outstanding service
- Foster an environment of trust by engaging the communities we serve
- Reward our shareholders by delivering steady and sustainable results through growth in our businesses
- Care for our staff by providing a challenging environment with ample opportunities for growth and development. Build on staff capabilities through effective recruitment, training and career planning so as to develop their full potential. Promote teamwork, initiative and creativity
- Stay committed to the authorities by complying with regulatory requirements



#### Integrity and Ethics

We will:

- Conduct our affairs in a manner consistent with the highest ethical and professional standards
- Engage in fair and honest business practices
- Show respect for each other, our customers, business partners, suppliers, shareholders, the authorities and the communities we operate in
- Communicate in a factual, honest and prompt manner
- Be open and transparent in our dealings
- Exhibit strong environmental stewardship

## DIVERSITY AND EQUAL OPPORTUNITIES

In 2018, the ComfortDelGro Group employed 24,697 employees, representing an increase of 12.7% or 2,779 staff over the previous year. The increase generally came from acquisitions and business growth.

Operating in seven countries, our workforce varies in size according to our business needs. In Singapore, which is our Headquarters (HQ), our staff strength in 2018 was 13,823. In the United Kingdom (UK) and Ireland, it was a total of 6,113 while in Australia, it was 3,805. In China, we had 815 staff, followed by Vietnam with 101 and Malaysia with 40.

We believe that diversity in the workplace is fundamental to growth and professional development. It benefits both the individual and the Corporation as it brings new perspectives to the way we work and operate through different ideas, skills and attitudes. A diversified workforce – whether in terms of gender, race or nationality – also means that we have access to the widest talent pools.

Starting at the Board level, three out of our 11 Board Directors are women. Female representation on our Board has been increasing over the past two years. From just one since 2007, we have appointed two more female Directors – one in 2018 and another in 2019 – bringing the female representation on our Board to 27%. This also exceeds the target of 20% by 2020 set by the Council for Board Diversity whose patron is the President of the Republic of Singapore.

In our businesses, which are traditionally male-dominated, 87% of our employees are males. However, the number of female employees has been on the rise. In 2018, the number of female staff increased by 135 or 4.4% compared to the year before. This was partly due to recruitment initiatives to encourage female employees to join/re-join the workforce and the shift in cultural norms and gender paradigms.

With land transport being an essential means for the population to get around, our businesses are generally not affected by seasonal demand. Hence, in 2018, on a global average, slightly more than 91% of our people were engaged on permanent contracts with 87.7% of them being males. Close to 94% continued to hold full-time positions, of which 87.5% were males.

Our employees' ages range from below 30 years old to over 70 years old. Despite their age differences, they work together and learn from each other. While we value the young for the spark and ingenuity they bring to the workplace, older workers are, and continue to be, a valued part of our workforce. They tend to be mature, reliable and bring a wealth of experience with them. In 2018, one in every two of our employees was between 30 and 50 years old. Those over 50 years old made up 36.7% of our global workforce while the under 30s was 12%. This age profile is not significantly different from those of 2017.

As a global Group, we have a broad mix of nationalities among our staff, with Singaporeans accounting for the majority at 29.3%. The other nationalities include Malaysians (20.8%), Australians



(15.4%), British (9.7%), Chinese (7%), Vietnamese (0.4%) and Irish (0.2%). We also have a small representation of other nationalities accounting for about 17.2% in all. This includes the Indians, Pakistanis, Polish and Romanians.

In spite of our diversity, we have an all-inclusive work culture, where people of different age groups, ethnicities and genders work together in harmony. To this end, we provide equal opportunities to our staff, and ensure that all terms and conditions of employment, along with policies and procedures, comply with relevant regulations and strict human rights and labour practices.

We implement our guiding principles in a non-discriminatory manner, paying particular attention to the rights and needs of, as well as the challenges faced by individuals who may be at heightened risk of becoming vulnerable or marginalised. We believe that regardless of age, sex, marital status, sexual orientation, disability, race, colour, nationality, ethnic or national origin, religion, or affiliation to any political party or trade union, all our staff should be treated equitably and given fair opportunities to grow and develop in accordance to their levels of competence.

In Singapore, as a member of the Tripartite Alliance of Fair and Progressive Employment Practices, a national agency helmed by the Singapore National Employers Federation and the National Trades Union Congress, we have pledged our commitment to adhere to fair employment practices. 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.

In employee recruitment, our advertisements do not state age, race, gender or religion as preferences or requirements.

At the workplace, we strongly subscribe to zero tolerance for discrimination where employees are selected based on competence and merit. Employees who feel discriminated against can lodge

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a report to the Management, Union or the Authorities in charge of employment matters in the different countries that we operate in.

In 2018, there were six reports of discrimination filed with the Employment Tribunal against UK's Metroline. One case has been withdrawn and the other five cases are scheduled for a hearing by the Tribunal in 2019.

For ComfortDelGro Corporation Australia in New South Wales (CDC NSW), the Anti-discrimination Board concluded in 2018 that no action would be taken against the Company concerning the outstanding case of 2017 where a staff reported that he was bullied and harassed by colleagues at the workplace.

## GROWTH AND DEVELOPMENT

To sustain our business needs, we continued to recruit staff to cater to expansion in operations as well as fill vacancies due to attrition.

In 2018, we recruited 4,219 employees with 56.6% of them for our Singapore businesses and 25.5% for our UK operations. These new staff comprised 17.1% of our total workforce and with 86.3% being male employees.

For the same period, 3,543 staff or 14.3% left the Company. Of this, 32.3% were due to staff reaching their retirement age, completing their employment contracts, being subject to disciplinary proceedings or other reasons. Those who left our employment voluntarily formed 9.7% of our staff strength.

Our absenteeism rate for 2018 was 2%, similar to 2017.

As a Group we believe that our people are at the heart of our success. Be it new or experienced employees, we invest continually in them to develop their skills and talent. We ensure that they understand their responsibilities and are given access to necessary training to equip them to do their jobs better.

For non-executive staff, training is structured to cater to operational needs where the subjects cover technical aspects, safety and soft skills. These include Class 4 and 5 driving, defensive driving, preventive maintenance, report writing and customer service training. For instance, in China's Guangzhou Xin Tian Wei Development Transportation Company, staff attended "Automated Equipment Safety Training" and "Service Standards and Etiquette" classes.

Executive staff attend training sessions which are aimed at enhancing their functional knowledge as well as skills in finance, decision-making, leadership and people management. They also attend training to implement regulatory and key management programmes such as Occupational Health and Safety, Business Continuity Planning and Enterprise Risk Management. For instance, executives in CDC Victoria attended a "Managing Through Change" training programme while those in SBS Transit attended a course on "The Five Levels of Leadership and the 360-Degree Leader".

In 2018, our employees across the Group averaged 33.8 hours of training, which is about 6 hours or 20.7% more than in 2017. Male employees clocked in slightly more than 35 hours of training

while female employees attended 25 hours of training on average. Executives clocked in 32.7 hours of training while non-executives attended close to 34 hours of training on average.

As part of staff development, all employees receive performance and career development reviews at least once a year. We practise an open system in our employee appraisals where the supervisor conducts a review with the staff based on his/her performance. Employees are assessed on their competency and contributions while executive level staff are also measured on their achievement of their key performance tasks and targets.

As part of our rigorous process, to ensure a steady pipeline of quality management staff, our high-performing staff are subject to a Promotion Board to assess their general management, people and leadership attributes. Besides the psychometric tools used for recruitment, senior Business Unit (BU) Heads and Group Officers are also actively involved in the assessment and recruitment of high potentials.

We also have in place various programmes and processes that focus on key areas, including building management bench strength, talent management, succession planning, performance management and compensation and benefits.

## EMPLOYEE ENGAGEMENT

We believe that engaged employees are motivated to do better. For this reason, ComfortDelGro actively engages its employees through various platforms and avenues.

At the start of every year, at our Corporate HQ, our Chairman and Managing Director/Group Chief Executive Officer (MD/Group CEO) meet Senior Management at a breakfast meeting where they lay out the challenges that are expected in the months ahead. Action plans and strategies are also discussed at this annual meeting which is also attended by the Heads of the overseas BUs, where possible.

Our MD/Group CEO personally meet up with employees as part of his broader staff engagement efforts. In 2018, engagement sessions continued to be held with specialist staff, employees from the BUs and union representatives. This allowed Management to better understand the workplace challenges, identify areas for improvement, and, also appreciate the contributions of our employees.

On a regular basis, briefing sessions, dialogues and conferences are organised by Management to share information and align business goals and objectives with employees and for employees to share concerns and make suggestions. New hires attend an induction programme to orientate them to our culture, values and businesses.

Besides dialogues and sharing of information, we also believe in recognising staff for their contributions. Long Service Awards are presented to staff in recognition of their faithful years of service to the Company. For example, our Bus and Taxi BUs in Australia hand out awards to staff who have served for between five and 35 years.

Apart from this, employees who provide quality service to customers receive recognition for their good efforts. Internal awards include the Employee of the Month and CEO commendation awards which are held either on a quarterly or annual basis by the different BUs.

Our employees also receive prestigious external awards for their outstanding contributions. In 2018, 11 staff from our Singapore BUs – ComfortDelGro Engineering, ComfortDelGro Taxi and SBS Transit – received the Outstanding Award from the President of the Republic of Singapore at the National Kindness Award – Transport Gold ceremony. At the UK Coach Awards, Mr Peter Knight, Operations Director of Scottish Citylink Coaches, received the “Young Coach Industry Professional Award” and Mr Jim Orr, a Despatch Controller, won the gold award in the “Unsung Heroes” category.

Three cabbies – Mr Huang Zhi Jun, Mr Zhong Wei and Mr He Mao Xue – from Chengdu ComfortDelGro Taxi were recognised as outstanding cabbies by the City Transport Bureau and the National Taxi Association. Ten other cabbies from Nanning Comfort Transportation also made us proud when they were presented with the “Courteous Role Model Award” by Nanning Taxi Association for their good service and excellent driving record.

More than just work, we also seek to create a positive environment for our people where they can have fun and de-stress. We believe that having healthy employees is important to our productivity. Hence, we actively promote a healthy lifestyle through activities such as bowling competitions, cross-country runs, yoga, Zumba, brisk walking and jogging sessions. In 2018, the Group organised a charity cross-country run and leisure walk which drew the participation of 930 local staff. Together they clocked about 2,500km and donated 12,240 bowls of rice to needy families.



## LABOUR-MANAGEMENT RELATIONS

ComfortDelGro believes in developing and sustaining a harmonious tripartite labour-management relationship. In fact, labour relations is a key function of daily life in the organisation. Globally, 80% of our staff across our businesses are covered by Collective Agreements.

Working hand-in-hand in the spirit of mutual respect and trust, Management and Union constantly collaborate to improve the welfare and well-being of employees. To ensure that communication channels are always kept open, employees are elected and appointed as Union representatives by union members to provide the crucial link between Management and Union.

In 2018, our Singapore businesses continued to honour the Collective Agreements signed in 2017 for a three-year period. When there are major changes to working conditions that may affect the well-being of employees due to operational requirements, the changes to be effected are always first discussed with the Union. It is only when an agreement or a consensus is reached that the changes are announced for implementation. A reasonable time frame of between one and three months' notice is typically given to the affected staff and are communicated officially in writing through letters, circulars or emails. Briefing sessions are organised to communicate any changes where needed.

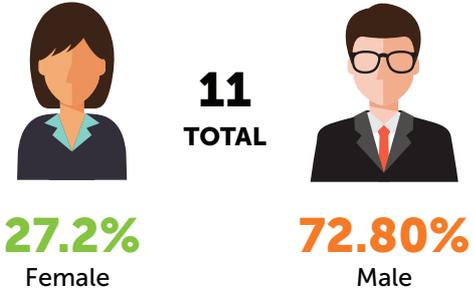


On a global level, ComfortDelGro also recognises employees who go beyond their call of duty to carry out their jobs. It has been conferring the annual Passion Award on deserving employees since 2008 with past winners coming from the UK, Australia, China and Singapore. The winner is invited to Singapore to receive the award and also given a S\$5,000 cash prize with an all expenses paid trip to one of the seven countries we operate in – depending on where the winner hails from.

In 2018, Mr Deng Ziliang, a Service Controller with SBS Transit, was the winner. Driven by passion in his job, he had responded to the call for help on his rest day when the MRT line was disrupted due to a flooding incident. Although it was not in his job scope, he rushed down to the scene and led the convoy of bridging buses, whose Bus Captains were unfamiliar with the shuttle routes, to assist affected commuters in continuing with their journeys.

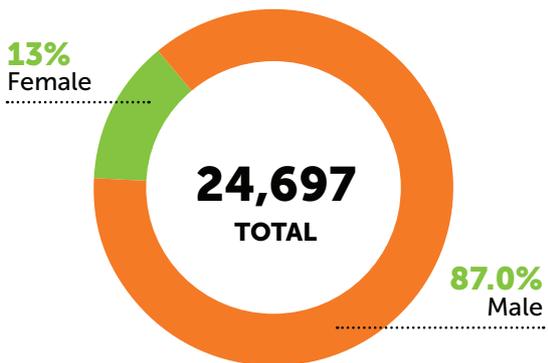
# OUR PEOPLE AT A GLANCE

## ComfortDelGro Corporation's Board of Directors By Gender



<b>SBS Transit</b>	20.0% Female	80.0% Male	10 Total
<b>VICOM</b>	22.2% Female	77.8% Male	9 Total

## Employees By Gender



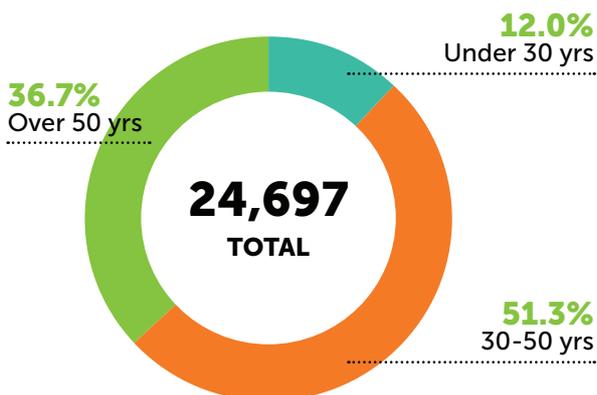
## Employees By Category



<b>SBS Transit</b>	10.0% Female	90.0% Male	11,036 Total
<b>VICOM</b>	23.7% Female	76.3% Male	865 Total

<b>SBS Transit</b>	8.3% Execs & above	91.7% Non-execs	11,036 Total
<b>VICOM</b>	48.2% Execs & above	51.8% Non-execs	865 Total

## Employees By Age



<b>SBS Transit</b>	14.0% Under 30 yrs	48.7% 30-50 yrs	37.3% Over 50 yrs	11,036 Total
<b>VICOM</b>	23.1% Under 30 yrs	57.2% 30-50 yrs	19.7% Over 50 yrs	865 Total

## Employees

By Country, Gender, Employment Type and Contract

**Singapore: 13,823**

	Type of Contract		Type of Employment	
	Permanent	Temporary	Full-time	Part-time
Male	79.3%	7.3%	84.7%	1.9%
Female	11.5%	1.9%	12.4%	1.0%
Total	90.8%	9.2%	97.1%	2.9%

**United Kingdom & Ireland: 6,113**

	Type of Contract		Type of Employment	
	Permanent	Temporary	Full-time	Part-time
Male	89.7%	-	87.8%	1.8%
Female	10.3%	-	9.5%	0.9%
Total	100%	-	97.3%	2.7%

**Australia: 3,805**

	Type of Contract		Type of Employment	
	Permanent	Temporary	Full-time	Part-time
Male	76.0%	15.0%	68.5%	22.5%
Female	7.5%	1.5%	5.7%	3.3%
Total	83.5%	16.5%	74.2%	25.8%

**China: 815**

	Type of Contract		Type of Employment	
	Permanent	Temporary	Full-time	Part-time
Male	39.0%	20.8%	59.8%	-
Female	27.1%	13.1%	40.2%	-
Total	66.1%	33.9%	100%	-

**Vietnam: 101**

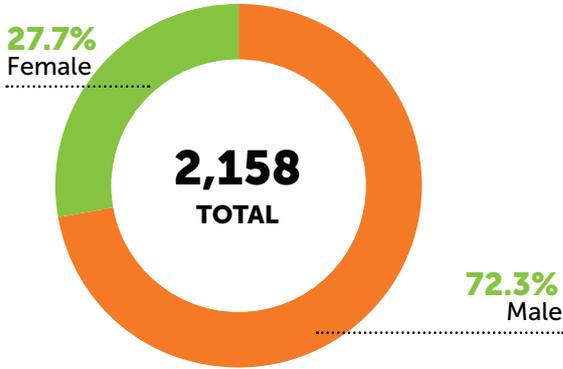
	Type of Contract		Type of Employment	
	Permanent	Temporary	Full-time	Part-time
Male	63.4%	-	44.6%	18.8%
Female	36.6%	-	32.7%	3.9%
Total	100%	-	77.3%	22.7%

**Malaysia: 40**

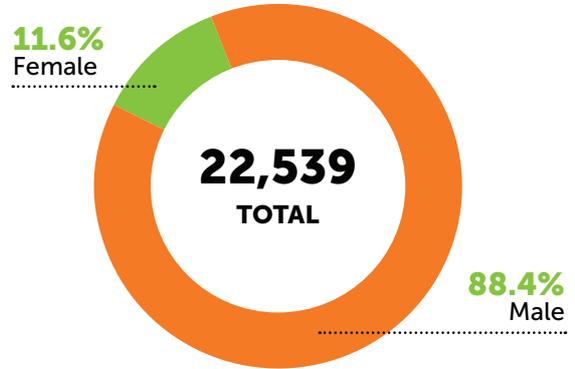
	Type of Contract		Type of Employment	
	Permanent	Temporary	Full-time	Part-time
Male	17.5%	55.0%	72.5%	-
Female	7.5%	20.0%	27.5%	-
Total	25.0%	75.0%	100%	-

OUR PEOPLE AT A GLANCE

Executives And Above  
By Gender



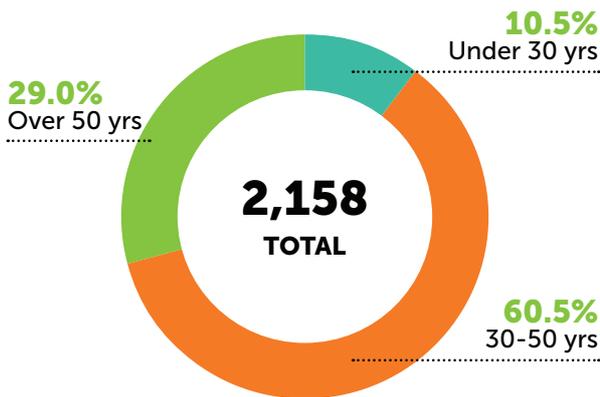
Non-Executives  
By Gender



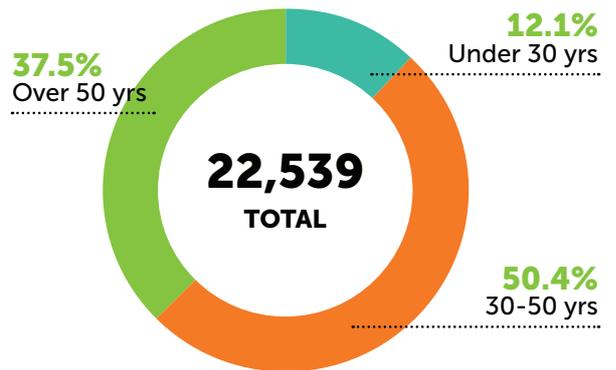
<b>SBS Transit</b>	20.2% Female	79.8% Male	911 Total
<b>VICOM</b>	19.9% Female	80.1% Male	417 Total

<b>SBS Transit</b>	9.2% Female	90.8% Male	10,125 Total
<b>VICOM</b>	27.2% Female	72.8% Male	448 Total

Executives And Above  
By Age



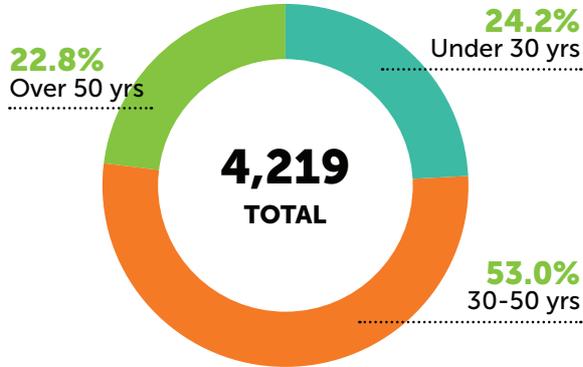
Non-Executives  
By Age



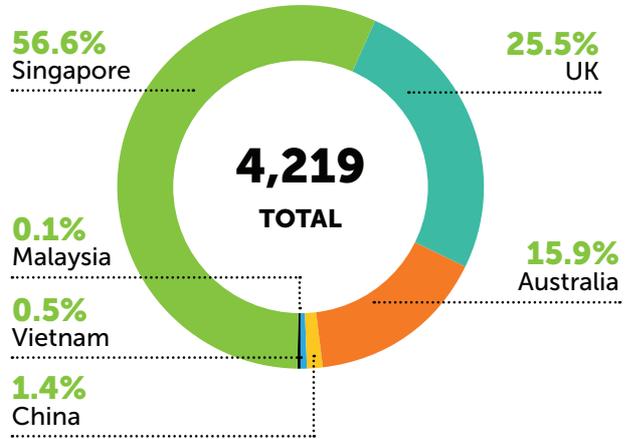
<b>SBS Transit</b>	10.2% Under 30 yrs	56.4% 30-50 yrs	33.4% Over 50 yrs	911 Total
<b>VICOM</b>	15.3% Under 30 yrs	66.2% 30-50 yrs	18.5% Over 50 yrs	417 Total

<b>SBS Transit</b>	14.4% Under 30 yrs	48.1% 30-50 yrs	37.5% Over 50 yrs	10,125 Total
<b>VICOM</b>	30.4% Under 30 yrs	48.9% 30-50 yrs	20.8% Over 50 yrs	448 Total

New Hires  
By Age

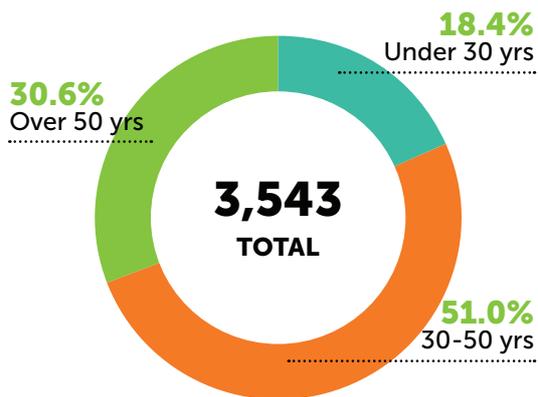


New Hires  
By Countries



<b>SBS Transit</b>	25.2% Under 30 yrs	50.8% 30-50 yrs	24.0% Over 50 yrs	1,765 Total
<b>VICOM</b>	43.5% Under 30 yrs	53.4% 30-50 yrs	3.1% Over 50 yrs	161 Total

Staff Turnover  
by Age  
(voluntary and involuntary)



<b>SBS Transit</b>	14.9% Under 30 yrs	47.2% 30-50 yrs	37.9% Over 50 yrs	1,252 Total
<b>VICOM</b>	37.6% Under 30 yrs	56.4% 30-50 yrs	6.0% Over 50 yrs	117 Total

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