

SOCIAL: SAFEGUARDING

THE WELL-BEING, HEALTH AND SAFETY OF OUR PEOPLE, PATRONS, AND COMMUNITIES

AS A MULTI-MODAL MOBILITY OPERATOR SPANNING DIFFERENT COUNTRIES, WE UNDERSTAND OUR ROLE AS A KEY TOUCHPOINT ACROSS MANY STAKEHOLDERS, IN PARTICULAR, OUR CUSTOMERS AND EMPLOYEES. COMFORTDELGRO STRIVES TO SAFEGUARD THE SAFETY OF OUR CUSTOMERS AND EMPLOYEES AS WELL AS IMPROVE THE MENTAL, PHYSICAL, AND EMOTIONAL WELL-BEING OF OUR PEOPLE THROUGH VARIOUS INITIATIVES AND MEASURES. IT IS OUR BELIEF THAT THIS HELPS TO BRING ABOUT EXCELLENCE IN CUSTOMER EXPERIENCE AND A HEALTHY, FULFILLED AND EFFICIENT WORKFORCE.

SOCIAL: SAFEGUARDING THE WELL-BEING, HEALTH AND SAFETY OF OUR PEOPLE, PATRONS, AND COMMUNITIES

HEALTH AND SAFETY

WHY THIS MATTER TO US

Ensuring the safety and health of over 22,000 employees is central to our business. We enforce a safety-first thinking that extends beyond our customers and employees to other road users.

HOW WE MANAGE THIS

OCCUPATIONAL HEALTH AND SAFETY

ComfortDelGro's Occupational Health and Safety ("OHS") systems are in line with regulatory requirements and internationally recognised safety standards such as ISO 14001, ISO 45001, ISO 9001, ISO 4801, ISO 50001 and AS/NZ4801. These standards help to set out the processes and procedures ComfortDelGro should adopt in the identification, assessment and management of health and safety risks in the workplace. All employees, vendors, contractors, and operators that work and operate within our premises are covered by our OHS management systems and policies.

To prevent and mitigate hazards and risks, hazard identification and risk assessments are conducted regularly. Annual detailed risk assessments and independent physical inspections are undertaken as pre-emptive measures to identify any risks and hazards that could have a negative impact on our workers.

To foster a culture of safety, we have regular safety awareness programmes and training courses that run throughout the year. For example, two of our Singapore subsidiaries – SBS Transit and VICOM Group, have specific trainings for their workers on Occupational Health and Safety. The training at SBS Transit and VICOM is performed in accordance with regulations and is provided by accredited training agencies. Our SETSCO staff are similarly required to attend safety training, orientations, and site familiarisation for specialised clients in the shipyard, marine, construction, and oil/petrochemical sectors.

In 2022, following the issuance of the Singapore Code of Practice on Chief Executives' and Board of Directors' Workplace Safety and Health ("WSH") Duties, the Group reviewed its work procedures and processes to ensure that its safety policies, standards and practices comply with the Workplace Safety and Health Act 2006. All Singapore business units complied with the Safety Time Out ("STO") requirement by Singapore's Ministry of Manpower and completed the STO checklist. We will continue to equip our employees with the right health and safety knowledge through training including drills, as well as enhance our safety and security equipment and tools.

Our third-party suppliers and contractors are provided with our worker and contractor safety measures through the Contractor Induction Packages, Supplier Agreements



and Tender Documents. These documents are provided prior to the commencement of any work. Additionally, all our global operations undergo a due diligence process that ensures all third-party business partners are furnished with the necessary licenses and documentation that is aligned with our standards and expectations for Occupational Health and Safety ("OHS"). ComfortDelGro Taxi vendors are required to have a Method Statement and Risk Assessment that is reviewed and approved by our Safety Officers prior to any commencement of work. For our Australia operations, we require our vendors to complete induction programmes to guarantee full compliance with ComfortDelGro's OHS standards and expectations.

As means of evaluating and improving our OHS programmes, ComfortDelGro established a joint management-worker Workplace Safety and Health ("WSH") Committee to represent our employee and workers, and their interests in OHS. The WSH Committees meet regularly to conduct evaluations and assessments of our OHS management system and develop appropriate and mitigating solutions when needed. The micro-level and day-to-day OHS matters are also on the purview of the WSH Committees.

The importance of safeguarding OHS on an operational and managerial level is extended to our employees. We empower our employees and workers to report any work-related hazards, without the fear of reprisals. We do so to instil a strong emphasis on health and safety and to ensure our workforce know that ComfortDelGro puts their health and safety first. Employees who wish to report incidents or hazards can do so to their supervisors, their WSH committee representatives or anonymously through whistleblowing channels. For example, our Australia operations are equipped with a company mobile application and workplace kiosk where they can report incidents, risks, and potential hazards. Additionally, we have a Whistleblowing Policy²⁴ as a safeguard against any adverse actions on employees who raise hazardous concerns.

24 Refer to our [Whistleblowing Policy](#) for more information.

SOCIAL: SAFEGUARDING THE WELL-BEING, HEALTH AND SAFETY OF OUR PEOPLE, PATRONS, AND COMMUNITIES

In the event of unsafe work circumstances or dangerous situations, all employees are reminded to remove themselves from the situation. For instance, Australia's national legislations stipulates a worker's right to cease work if there is reasonable concern to an exposed to health and safety risk. In the same vein, our trained Health and Safety Representatives are given full authority to issue stop-work notices in situations that are deemed unsafe and to take the mitigating and necessary steps before the resumption of work.

All incidents and breaches of OHS conduct are reported to management. They are then investigated, and corrective actions are implemented to eliminate or minimise the hazard. In the process of the investigation, OHS incidents are analysed to assess whether they are systemic issues or events that can be address through additional training or a change or procedures.

In our Singapore operations, health facilities and support services such as annual and routine health screening are provided, and first aid kits and Automated External Defibrillator ("AEDs") are made available around our premises. An example is SBS Transit's bus interchanges, terminals and train stations, where all locations are made equipped with AEDs, allowing for quick access to the device in life threatening situations. In addition, some of our ComfortDelGro taxis and buses have been equipped with AEDs from 2021, in order for their drivers to be first responders in cases of medical emergencies.

For employees who work from home, we regularly engage with them to ensure their health and well-being through

well-being talks and seminars that were held on topics such as exercise, health issues, diet, and mental health on a bi-monthly basis.

OUR PERFORMANCE AND LOOKING FORWARD

In 2022, ComfortDelGro recorded three fatal employee workplace incidents across the Group – two in Australia and one in Singapore.

The incident in Queensland, Australia involved two mechanics, the details of which are still under investigation by the Work Health and Safety regulators. CDC Australia has consistently had a programme of controls in place to ensure workplace safety and health for all staff and third parties. Nevertheless, we conducted a thorough review of our Health and Safety approach and where applicable, made enhancements to our Health and Safety systems.

The incident in Singapore involved a bus captain, where the bus mounted the pavement and collided onto a tree. The incident is still under investigation by regulators, and the cause of the incident is yet to be determined. Following the incident, safety time-out sessions were effected to heighten the vigilance, safety advisories were issued to all bus captains for the awareness, and accident prevention pointers were reiterated.

There was also one fatal non-employee workplace incident recorded in Singapore, involving a tow truck driver not employed by ComfortDelGro, at a bus-parking facility leased by ComfortDelGro Bus to park its disused buses.

WORK-RELATED INJURY

WORK-RELATED INJURIES (SGX OHS IN NUMBER OF CASES)	FOR ALL EMPLOYEES OF COMFORTDELGRO GROUP	FOR WORKERS WHO ARE NOT EMPLOYEES BUT WHOSE WORK AND/OR WORKPLACE IS CONTROLLED BY THE ORGANISATION
Number of fatalities from work-related injuries	3	1
Number of high-consequence work-related injuries	3	0
Number of recordable work-related injuries	191	4
Main types of work-related injury	Slips, trips, fall, traffic accidents	
Number of hours worked	50,348,227	3,050,325

RATE OF WORK-RELATED INJURIES PER 1,000,000 MAN HOURS WORKED²⁵

WORK-RELATED INJURIES (SGX OHS IN NUMBER OF CASES)	FOR ALL EMPLOYEES OF COMFORTDELGRO GROUP	FOR WORKERS WHO ARE NOT EMPLOYEES BUT WHOSE WORK AND/OR WORKPLACE IS CONTROLLED BY THE ORGANISATION
Rate of fatalities from work-related injuries	0.06	0.33
Rate of high-consequence work-related injuries	0.06	0.00
Rate of recordable work-related injuries	3.79	1.31

²⁵ The calculation of the rates of work-related injuries is based on the formula of (number of work-related injuries / numbers of man hours per region) x 1,000,000 man hours worked.

SOCIAL: SAFEGUARDING THE WELL-BEING, HEALTH AND SAFETY OF OUR PEOPLE, PATRONS, AND COMMUNITIES

WORK-RELATED INJURY – BY REGIONS²⁶

RECORDABLE WORK-RELATED INJURY	2020		2021		2022	
	NUMBER	RATE	NUMBER	RATE	NUMBER	RATE
Singapore	73	2.1	90	1.6	52	1.6
UK & Ireland	35	3.0	19	1.5	31	3.4
Australia	39	13.0	76	10.2	108	13.1
China	Not recorded		5	1.4	0	0.0

WORKPLACE INJURY RATE (“WIR”) PER 100,000 EMPLOYED PERSONS²⁷ – BY REGIONS

WIR PER 100,000 EMPLOYEES	2020	2021	2022
Singapore	455.1	714.0	408.0
UK & Ireland	616.2	356.7	618.6
Australia	1,008.8	1,929.4	2,700.0
China	– ²⁸	738.6	0.0

WORK-RELATED ILL HEALTH

WORK-RELATED ILL HEALTH	FOR ALL EMPLOYEES OF COMFORTDELGRO GROUP	
	WORK-RELATED ILL HEALTH	WORK-RELATED ILL HEALTH
Number of fatalities from work-related ill-health	0	0
Number of recordable work-related ill-health	13	0
Main types of work-related ill-health	Musculoskeletal, non-specific injuries ²⁹	

ACCIDENT & SAFETY MANAGEMENT³⁰

ACCIDENT & SAFETY MANAGEMENT	TOTAL RECORDABLE INCIDENT RATE (“TRIR”)	TOTAL FATALITY RATE
Direct employees	0.81	0.01
Contract employees	0.00	0.00

The WIR for Singapore falls below the 439.9 per 100,000 employed persons on Fatal, Major and Minor Injury rate for the Transportation and Storage industry, published in the Workplace Safety and Health Report 2021 by the Singapore Ministry of Manpower. The WIR for the UK & Ireland falls below the 1,650 per 100,000 employed persons for all industries, published in the annual Labour Force Survey 2019/2020 – 2021/2022 by The Health and Safety Executive. China had no recordable work-related injuries for 2022. The WIR for Australia shows an increasing trend, attributed to an increase in severe weather events and a return to pre-pandemic rostering. Australia also 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. 47% of reported events related to body stressing (musculoskeletal injuries) and a further 21% of reported events related to trips, slips and falls. This will be a focus of attention for management in the year ahead.

ComfortDelGro strongly emphasises health and safety in our workplace, and consistently communicate our measures and expectations through training, education and instilling a safety culture.

²⁶ The calculation of recordable work-related injury rates is based on the formula of (number of recordable work-related injuries/ number of man hours per region) x 1,000,000 man hours worked.

²⁷ The calculation of Workplace Injury Rate (WIR) per 100,000 employed persons is based on the formula of (number of recordable work-related injuries/ numbers of employees per region) x 100,000.

²⁸ China’s WIR prior to 2021 is not available.

²⁹ These injuries were mainly due to body stressing and slips, trips and falls.

³⁰ The calculation of total recordable incident rate is based on the formula of (number of total recordable incidents x 200,000)/ man hours worked. The calculation of total fatality rate is based on the formula of (number of total fatality x 200,000)/ man hours worked.

SOCIAL: SAFEGUARDING THE WELL-BEING, HEALTH AND SAFETY OF OUR PEOPLE, PATRONS, AND COMMUNITIES

PUBLIC HEALTH AND SAFETY

WHY THIS MATTERS TO US

As a transport service provider with a fleet of approximately 30,500 vehicles, safeguarding our commuters and customers is undoubtedly one of our key priorities. With multiple ComfortDelGro entities providing public transport services, ensuring a clean track record of providing safe and reliable transportation lies at the heart of our services. We enforce a safety-first thinking that extends beyond our customers and employees to other road users.

HOW WE MANAGE THIS

In Singapore, beyond the training provided to our bus captains at SBS Transit, we have implemented several initiatives and measures to safeguard the journey of our commuters. Goldeneye is a fatigue monitoring system that helps our bus drivers stay alert and focused while on the road, through the use of machine vision technology. It detects signs of fatigue and distraction, and provides real-time feedback to the drivers through audio, visual and haptic alerts. At SBS Transit, we have also invested in innovative technology such as artificial intelligence to further prevent and mitigate accidents on the road.

ComfortDelGro buses are also equipped with a Driver Support System with a built-in Collision Warning & Emergency Brake ("CWEB") that helps to initiate the brakes if our bus drivers do not respond to warning in time. This safety enhancement feature helps our bus drivers avoid critical situations and accidents. Moreover, all our drivers at ComfortDelGro have undergone training on the CWEB feature. To adhere to travelling and speed limits, a Vehicle-Activated Speed Display ("VASD") system is installed on our buses to provide instant feedback to bus captains. Last year, we also included a blinker light sensor system that alerts oncoming buses or other reversing buses on buses reversing out of parking lots.

SBS Transit has also rolled out a number of initiatives as part of the Travel with Confidence programme such as the, 'Travel Buddy' initiative, which assists passengers with disabilities to travel on our public transport networks with confidence. This initiative allocates a 'travel buddy' to passengers with disabilities to guide them on their journeys, helping them navigate our public transport services. SBS Transit has also initiated other measures, initiatives, and collaborations with social service agencies to safeguard the safety of our commuters – in particular, people with disabilities or the elderly. For instance,



partnerships, such as those with Dementia Singapore, aid people with dementia in finding their way around bus interchanges and MRT stations with ease through the use of stickers or colourful murals. AEDs are also available in all our bus interchanges and train stations.

In our ComfortDelGro Driving Centre, we have established more barriers to prevent people from entering our training circuit and to better direct human traffic. We have also repainted our training circuit road markings and warning visual indicators, as well as added AEDs to each floor of our main building to ensure public safety on site.

ComfortDelGro also continued our efforts to promote public health and safety during the pandemic outbreak. As such, in recognition of our services, in 2022, National Patient Transport ("NPT"), a national provider of non-emergency patient transport and a subsidiary of CDC, was presented with the NSW Premier's Award in Recovery and Resilience for its COVID-19 discharge shuttle service. Our NPT operated its service 24 hours a day, seven days a week, ferrying COVID-19 patients discharged from hospitals to their homes. In doing so, NPT and by extension – ComfortDelGro, were able to play our parts in enhancing the well-being of the community during the pandemic. In light of this, CDC Victoria was also subsequently shortlisted as a finalist for both the Victorian Chamber of Commerce COVID Resilience Award and the Victorian WorkSafe Award 2022. We also established a SafeWork Month which included our focus on frequent bus checks ensuring no people or belongings have left on bus at each last ride.

SOCIAL: SAFEGUARDING THE WELL-BEING, HEALTH AND SAFETY OF OUR PEOPLE, PATRONS, AND COMMUNITIES

OUR PERFORMANCE AND LOOKING FORWARD

ComfortDelGro aims to continue to enhance our customer safety and health measures to provide transport services that is reliable and safe for all our commuters. We conducted assessments of the health and safety impacts of all our product and service categories. In 2022, there were no incidents of non-compliance with regulations or voluntary codes related to health and safety, resulting in any fines, penalties or warnings. Going forward, we continue to track and monitor our number of road accidents and incidents.

ASSESSMENT OF THE HEALTH AND SAFETY IMPACTS OF PRODUCT AND SERVICE CATEGORIES	SINGAPORE	UK & IRELAND	AUSTRALIA	CHINA
Percentage of significant product and service categories which health and safety impacts are assessed for improvement	100%	100%	100%	100%

HEALTH AND SAFETY IMPACTS OF PRODUCTS AND SERVICES	2022
Incidents of non-compliance with regulations resulting in fine or penalty	0
Incidents of non-compliance with regulations in a warning	0
Incidents of non-compliance with voluntary codes	0

ACCIDENT & SAFETY MANAGEMENT	SINGAPORE	UK & IRELAND	AUSTRALIA	CHINA	TOTAL
Aggregate number of road accidents and incident	6,988	2,380	3,146	1,620	14,134



SOCIAL: SAFEGUARDING THE WELL-BEING, HEALTH AND SAFETY OF OUR PEOPLE, PATRONS, AND COMMUNITIES

OUR PEOPLE

WHY THIS MATTERS TO US

At ComfortDelGro, our people are essential to our growth and success, with growing our talent base one of our key priorities. Our employees form the core of our operations and play a vital role in delivering continued quality service while allowing us to connect people. While the landscape of the working environment continues to change, our commitment to our employees remains steadfast. We remain wholly committed to upholding fair labour and human rights whilst paving the pathway for professional development, employee engagement and enhancement of our employees' overall well-being.

HOW WE MANAGE THIS

We foster a people culture with the right mindset, skills, and competencies for the next phase of growth. We take an inclusive approach to develop leaders at all levels in a systematic way, providing a challenging and conducive environment that promotes continuous learning and teamwork. In tandem with developing our talent base,

we are committed to providing ample opportunities for the growth of our people to reach their full potential. We also actively position ourselves as an inclusive, preferred employer through branding and recruiting talents through internship conversions and WorkStudy Programmes.

We demonstrate care for the well-being of our employees through active, consistent, and constructive two-way engagement with our staff. In doing so, we hope to retain top talent while upgrading the skills of our employees, thereby driving positive business growth and enhancing service quality over the long run.

Maintaining active and continuous dialogue with our employees also allows us to align them with our business goals and strategy across our operations, whilst simultaneously creating opportunities to be proactive in addressing their concerns and aspirations. We uphold the spirit of Tripartism and work hard to establish and maintain positive relationships with trade unions and their representatives.



SOCIAL: SAFEGUARDING THE WELL-BEING, HEALTH AND SAFETY OF OUR PEOPLE, PATRONS, AND COMMUNITIES

HUMAN AND LABOUR RIGHTS

A foundational element of how ComfortDelGro manages its employees and operations involves a focus on upholding human and labour rights. We do not tolerate unethical labour practices such as child labour or forced labour, and strive to uphold all the relevant local, national, and international laws and conventions where we operate in. Measures are also set in place to ensure no unethical labour practices exist within the Group.

At ComfortDelGro, we maintain a tripartite Labour-Management relationship, underpinned by a harmonious relationship between ourselves, our employees, and Unions. The tripartite Labour-Management relationship shares a common vision and goal of consistent improvements in ensuring employee welfare. We work closely with Union representatives, who act as a vital tether between the organisation and workers, and we are able to maintain open communication and the timely addressing of key needs for the betterment of our workforce. In Singapore, we are committed to the Tripartite Guidelines for Fair Employment Practices

released by Tripartite Alliance for Fair and Progressive Employment Practices ("TAFEP"). We adhere to applicable employment related legislation and guidelines in the locations where we operate. Our working hours are in accordance with the applicable legislation in the locations where our employees work.

We also have an established Human Rights Policy³¹, detailing the actions and responses undertaken to ensure the fortification of employee human rights across all operations within the ComfortDelGro Group. ComfortDelGro's Human Rights Policy details our obligation to fair employment practices, ethical labour practices, freedom of association and right to collective bargaining, fair and safe working conditions, as well as diversity and inclusion, and growing our people. Our Human Rights Commitment is guided by the Universal Declaration of Human Rights and the United Nation's Global Compact's Principles on Human Rights in aspects of our employment practices as well as workplace health and safety.

OUR PERFORMANCE AND LOOKING FORWARD

SINGAPORE	2021	2022	% CHANGE
Total number of employees	12,605	12,744	1.10%
Total New Hires	1,522	2,054	34.95%
New Hires (%)	12.07%	16.12%	-
Total Turnover	2,200	2,014	-8.45%
Total turnover (%)	17.45%	15.80%	-

UK & IRELAND	2021	2022	% CHANGE
Total number of employees	5,327	5,011	-5.93%
Total New Hires	598	366	-38.80%
New Hires (%)	11.23%	7.30%	-
Total Turnover	1,066	682	-36.02%
Total turnover (%)	20.01%	13.61%	-

31 Refer to our [Human Rights Policy](#) for more information.

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AUSTRALIA	2021	2022	% CHANGE
Total number of employees	3,939	4,000	1.55%
Total New Hires	580	1,398	141.03%
New Hires (%)	14.72%	34.95%	–
Total Turnover	964	1,337	38.69%
Total turnover (%)	24.47%	33.43%	–

CHINA	2021	2022	% CHANGE
Total number of employees	677	580	-14.33%
Total New Hires	13	13	0.00%
New Hires (%)	1.92%	2.24%	–
Total Turnover	95	113	18.95%
Total turnover (%)	14.03%	19.48%	–

MALAYSIA	2021	2022	% CHANGE
Total number of employees	41	41	0.00%
Total New Hires	5	3	-40.00%
New Hires (%)	12.20%	7.32%	–
Total Turnover	4	4	0.00%
Total turnover (%)	9.76%	9.76%	–

NEW ZEALAND	2021	2022	% CHANGE
Total number of employees	–	596	–
Total New Hires	–	84	–
New Hires (%)	–	14.09%	–
Total Turnover	–	74	–
Total turnover (%)	–	12.42%	–



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2022	CURRENT EMPLOYEES	NUMBER OF NEW HIRES	RATE OF NEW HIRES	NUMBER OF TURNOVERS	RATE OF TURNOVER
Gender					
Male	19,632	3,221	16.41%	1,316	6.70%
Female	3,340	697	20.87%	353	10.57%
Age Group					
<30 years	1,850	1,000	54.05%	276	14.92%
30-50 years	11,147	2,194	19.68%	960	8.61%
>50 years	9,975	724	7.26%	433	4.34%
Total	22,972	3,918	17.06%	1,669	7.27%

ComfortDelGro upholds our commitment to fair labour practices and human rights. We have a set of fair and progressive employment terms that reflect the values and competitiveness of our company. Our employment terms and conditions are in accordance with employment legislation as well as various Tripartite standards, guidelines, and advisories that serve as guiding principles for our policies. We also benchmark our employment terms and conditions against market norms and industry practices. Our employment contracts are clearly written and include all key employment terms, which are our commitments to our employees. We obtain our employees' written acknowledgement of these key employment terms.



SOCIAL: SAFEGUARDING THE WELL-BEING, HEALTH AND SAFETY OF OUR PEOPLE, PATRONS, AND COMMUNITIES

DIVERSITY AND EQUAL OPPORTUNITY

Diversity and equality remain a core value at ComfortDelGro, as the collective sum of our people's individual differences, life experiences, knowledge, creativity, innovation, self-expression, unique capabilities, and talent represents a significant part of our culture. We take pride in fostering a culture of inclusion, promoting diversity and equal opportunity.

With operations spanning across the globe, we take a zero-tolerance approach to discrimination and strive to cultivate a diverse and collaborative workforce through talent attraction and retention. In 2022, we have revised our Groupwide Diversity, Equity and Inclusion ("DEI") policy³², enhancing our commitment in creating a workplace of equal opportunities.

We strive to provide a fair and supportive working environment for all our employees, regardless of their sex, age, marital status, sexual orientation, disability, race, colour, nationality, ethnic or national origin, religion, or affiliation to any political party or trade union. We do so by enforcing our Human Rights Policy³³ that outlines our diversity and equal opportunity principles. We value diversity and work hard to create an inclusive culture where our employees treat one another fairly and respectfully. We did not receive any formal complaints of discrimination cases in 2022.

Our DEI initiatives include, but are not limited to, our recruitment and selection practices and policies, compensation and benefits, professional development and training, promotions, transfers, social and recreational programmes, layoffs, and terminations, and the ongoing development of a work environment based on diversity, equity, and inclusion. All employees are also required to attend the DEI Policy awareness training to enhance their knowledge and deepen their understanding of their responsibilities. Our existing employees are required to acknowledge and declare our DEI policy annually.

As a corporate signatory of the TAFEP, we adhere and comply with all relevant regulations as well as TAFEP's give key principles of employment practices. We acknowledge and respect our employees' right to join and be represented by the labour movement. We believe in Tripartism and work hard to establish and maintain positive relationships with trade unions and their representatives. All employees are provided equal access to training and development based on their strengths and capabilities to help them achieve full potential.



We adopt the Tripartite Guidelines on Fair Employment Practices issued by the Tripartite Alliance for TAFEP, where we:

1. Recruit and select employees based on merit such as skills, experience or ability to perform the job, regardless of age, race, gender, religion, marital status and family responsibilities, or disability.
2. Treat employees fairly with respect, and implement progressive human resource management systems.
3. Provide employees with equal opportunity to be considered for training and development based on their strengths and needs to help them achieve their full potential.
4. Reward employees fairly based on their abilities, performances, contributions and experiences.
5. Abide by labour laws and adopt the Tripartite Guidelines on Fair Employment Practices.

We strive to hire people who reflect society's diversity, and we value each of our employees' individual and collective contributions. By providing a safe and conducive work environment, we ensure our employees are able to express their diverse viewpoints without fear of repercussions or discrimination.

We remunerate our employees fairly, taking into consideration factors such as their ability, performance, contribution, skills, knowledge and experience. We also benchmark our remuneration package periodically against established market indicators, to ensure that we compensate our employees fairly, and to maintain our market competitiveness for talent.

³² Refer to our [Diversity, Equity, and Inclusion \(DEI\) Policy](#) for more information.

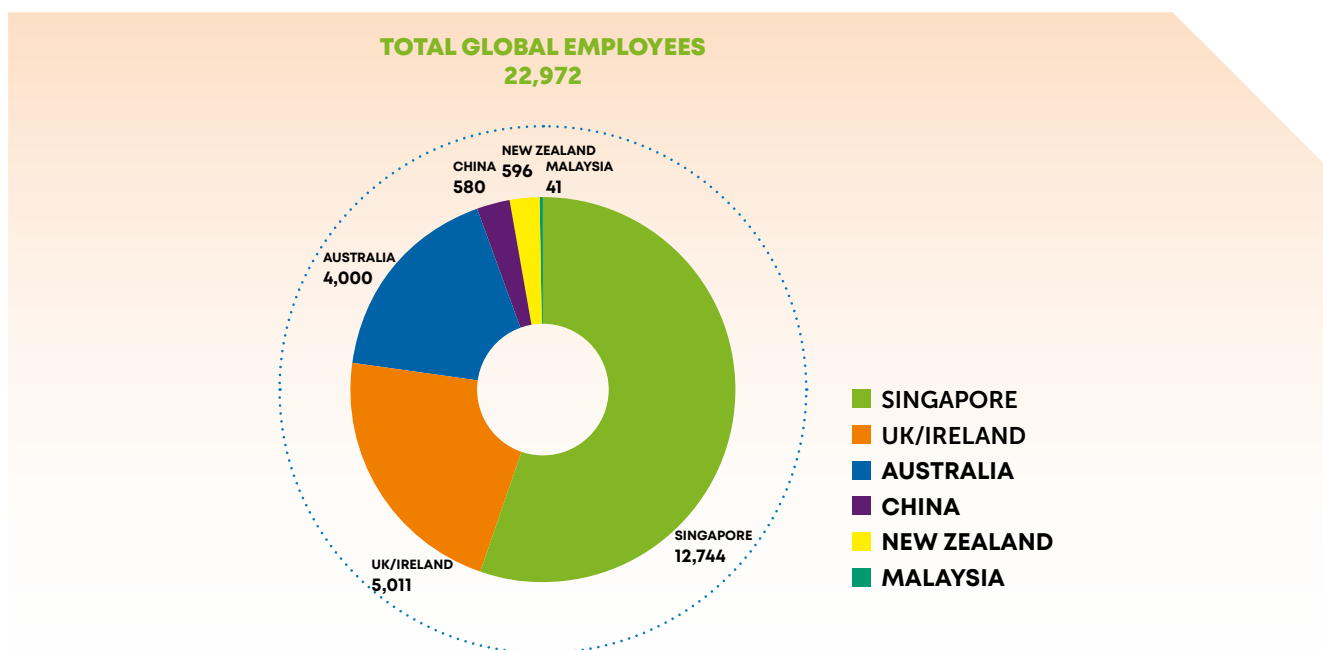
³³ Refer to our [Human Rights Policy](#) for more information.

SOCIAL: SAFEGUARDING THE WELL-BEING, HEALTH AND SAFETY OF OUR PEOPLE, PATRONS, AND COMMUNITIES

OUR PERFORMANCE AND LOOKING FORWARD

Our entities across our regional operations have taken steps to create an inclusive workforce. For example, SBS Transit in Singapore has recruited and deployed four persons with disabilities as station guides as a commitment to the Sustainable Employment by Singapore Business Federation.

In 2019, we issued a statement in support of the United Nations (“UN”) Women’s Empowerment Principles alongside 65 of our investors. We continue to support our commitment to these principles through gender equality initiatives to the communities. We strongly advocate for gender diversity at Board levels. The diverse range of talent on our Board enables us to garner a wide range of perspectives for our organisational strategies, discussions, and solutions. Across the Board, we have achieved a 36% female representation.



TOTAL NUMBER OF EMPLOYEES (BY AGE)	MALE	FEMALE	TOTAL
Permanent / Full-Time Employees			
Total	16,519	2,922	19,441
<30 years	964	302	1,266
30-50 years	7,971	1,547	9,518
>50 years	7,584	1,073	8,657
Temporary Employees (Temporary)			
Total	437	254	691
<30 years	62	39	101
30-50 years	218	168	386
>50 years	157	47	204
Contract employees (Contract)			
Total	3,113	418	3,531
<30 years	459	125	584
30-50 years	1,457	172	1,629
>50 years	1,197	121	1,318

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TOTAL NUMBER OF EMPLOYEES (BY EMPLOYEE CATEGORY)	MALE	FEMALE	TOTAL
Senior Management Individuals	17	4	21
In percentage (%)	81%	19%	100%
Executives	1,439	613	2,052
In percentage (%)	70%	30%	100%
Non-Executives	18,176	2,723	20,899
In percentage (%)	87%	13%	100%
Total	19,632	3,340	22,972
Total in percentage (%)	85%	15%	100%

TOTAL NUMBER OF EMPLOYEES (BY EMPLOYEE CATEGORY)	<30 YEARS OLD	30-50 YEARS OLD	>50 YEARS OLD	TOTAL
Senior Management Individuals	0	5	16	21
In percentage (%)	0%	24%	76%	100%
Executives	130	1,177	745	2,052
In percentage (%)	6%	57%	37%	100%
Non-Executives	1,720	9,965	9,214	20,899
In percentage (%)	8%	48%	44%	100%
Total	1,850	11,147	9,975	22,972
Total in percentage (%)	8%	49%	43%	100%

RATIO OF THE BASIC SALARY OF WOMEN TO MEN	WOMEN	MEN	RATIO
Senior Management	33,028	35,982	0.92
Executives	11,255	12,475	0.90
Non-Executives	5,817	4,727	1.23

SOCIAL: SAFEGUARDING THE WELL-BEING, HEALTH AND SAFETY OF OUR PEOPLE, PATRONS, AND COMMUNITIES

EMPLOYEE WELL-BEING

The importance of mental and physical wellness of the workforce has become a priority for ComfortDelGro. At ComfortDelGro, we acknowledge our responsibility in ensuring positive contributions to the well-being of our employees. We believe that employees with a strong sense of well-being are more creative, productive, and alert, thereby aiding in the prevention of unnecessary workplace accidents and inefficiencies. Beyond this, our commitment to the well-being of our workforce also encourages a sustainable and positive organisational culture. Through a series of initiatives, training, and engagement, as well as through the provision of benefits, we aim to improve the well-being of our employees.

OUR PERFORMANCE AND LOOKING FORWARD

During the year, Group Human Resources team curated a series of programmes to help employees improve both physical and mental well-being. This was rolled out across several webinars focusing on educating employees to manage their stress whilst encouraging them to co-monitor their peers and colleagues for early intervention if they detect a health issue. Some examples of these webinars include: "Becoming an Overcomer: Moving Beyond Setbacks in Life", "Healthy Eating While Out & About", "Psychology of Change & Ways to Embrace it Effectively". Throughout the year, the team also arranged employee engagement activities, to encourage connection and team building across the organisation.

SBS Transit worked together with the Workplace Safety and Health ("WSH") Council and their appointed vendor to survey staff and bus captains to identify key focus areas pertaining to their physical and mental health. After the surveys were conducted, physical and mental health interventions were launched, and a four-part infographic series was disseminated to all employees. Additionally, SBS Transit launched a new initiative, Intellect, that aims to provide mental well-being support including self-care programmes and counselling for employees who are facing professional or personal challenges.

ComfortDelGro will continue to place employee well-being at the forefront of its employee engagement initiatives. In the employee engagement survey conducted in 2022, which revealed our employees' confidence in the integrity of the company and concern for their safety. Employees are comfortable to report any safety concerns, no matter how trivial they might be, have clear understanding of what is expected of them and believes that their job appointment makes good use of their skills and abilities. We are continuously working on formalising programmes for our workforce in new and critical areas such as sustainability transition, non-conscious bias, and diversity training whilst continuously supporting flexible work arrangement ("Hybrid Work Arrangement"); and providing an array of leave benefits such as annual leave, parental leave, childcare leave to support our employees who are caregivers and parents.



An Employee Engagement Survey was conducted in Q2 2022. The Survey reaffirms ComfortDelGro's top 5 Strengths:

1. The Company is committed to employee safety.
2. The Company is a safe place to work.
3. Employees are also comfortable reporting any safety concerns, no matter how trivial they might be.
4. Job appointment makes good use of the employee's skills and abilities.
5. Employees have clear understanding of what is expected of them.

In 2022, the various employee engagement events arranged include:

- Mental Wellness (webinars)
 - Becoming an Overcomer: Moving Beyond Setbacks in Life
 - Psychology of Change & Ways to Embrace it Effectively
 - Snooze Snooze Sleep Soundly
 - Mental Health Matters: Supporting Employees at Work
- Health Wellness (webinars)
 - Important Nutrients Throughout a Female's Lifespan
 - Healthy Eating While Out & About
 - An Introduction to Prostate & Urinary Issues
 - Virtual Cooking Demonstration: Thai Green Curry & Sago Gula Melaka
 - Yoga (virtual)
 - K-Pop (virtual)
 - Welcome back to Office Fruit Bags
- Staff engagement events

SOCIAL: SAFEGUARDING THE WELL-BEING, HEALTH AND SAFETY OF OUR PEOPLE, PATRONS, AND COMMUNITIES

TRAINING



Another key element of ensuring professional development and engagement for our employees, is disseminating relevant active training and upskilling opportunities. This aids our employees in attaining valuable long-term career development.

At ComfortDelGro, we continuously strive for innovative solutions and strategies to navigate our people through their development and upskilling journey. We give employees an equal chance to be considered for training and development based on their strengths and needs in order to help them reach their full potential.

As we migrated to online solutions early, we were able to easily adapt to offer virtual trainings, with various upskilling trainings and development programmes focusing on Digital Awareness (Cybersecurity Basics, Emerging Digital Technologies, Basic Data Analytics, End-User Computing), Safety and Security, Operations, Engineering (EV, hybrid vehicles, rail maintenance), and Service Excellence. The need for training extends beyond our requirement for a capable and agile workforce to also encompass our commitment to the professional development of our workforce. Additionally, our employees are able to develop their leadership, soft skills, functional, and technical competencies through a variety of channels; formal learning (face-to-face training, e-learning), learning from others (coaching by their managers, buddy systems, peer learning), and on-the-job learning (stretching targets, job rotation, cross department projects). Internally, human capital development metrics, learning hours and training types are monitored and reported to management.

As part of our succession planning, we have Individual Development Plans to identify and prepare talents for business and leadership roles.

The performance management system enables our employees to contribute more effectively to business goals by allowing them to give and receive constructive feedback and set goals collaboratively, assisting management in gathering information about underperforming employees and determining how they

can perform better, and motivating high performers to take on larger challenges.

100% of our employees receive annual performance and career development reviews, assessed on the criteria of their competency and contribution. Our executive level staff are reviewed on additional aspects such as key performance tasks and targets.

We have a systematic process to monitor and assess our employee performance, involving formal appraisals, regular feedback, and the identification of training and development needs. We:

1. Develop measurable standards for evaluating job performance.
2. Review our criteria regularly to check against discrimination.
3. Document and keep all performance reviews for at least one year.
4. Set up an internal appeal process to address employees' questions or concerns on their appraisals.
5. Communicate posting and training opportunities to all eligible employees.

OUR PERFORMANCE AND LOOKING FORWARD

Our broad range of training offerings allow employees to tailor their development according to their specific needs. In 2022, the average training hours per employee was 22.1, 9% up from 20.2 hours in 2021. This is due to ease of governmental restrictions for COVID-19 globally, allowing for the gradual resumption of face-to-face trainings.

We continue to execute our efforts on upskilling and training our employees across all regions of operations whilst promoting digital training across all Business Units to enhance the adaptability and capabilities of our workforce.



SOCIAL: SAFEGUARDING THE WELL-BEING, HEALTH AND SAFETY OF OUR PEOPLE, PATRONS, AND COMMUNITIES

With strategic linkages to broader business goals, our Learning Needs Analysis is conducted annually with business leaders and key stakeholders, to identify learning and performance gaps. The critical competencies and skills training programmes are carefully designed and developed to address current and future learning needs. After the training is implemented, we measure the effectiveness of the training through feedback, for future improvement.

Based on our future ready competency framework, we provide a diverse range of development programmes for our employees, including Leadership & People Management, Business Excellence and Technical Skills.

In an effort to transition towards utilising hybrid and electric vehicles, ComfortDelGro is committed in developing the capabilities of automotive technicians to be future-ready. ComfortDelGro and TÜV SÜD PSB announced a partnership to jointly develop a training

programme that aims at upskilling automotive technicians on the safe handling of high voltage systems in electric and hybrid vehicles. This training programme will enforce industry standards and grow the pool of skilled technicians as Singapore works towards a more sustainable future. The programme is offered to internal employees and to members of the public.

ComfortDelGro emphasises the development of our talent for sustainable mobility therefore we have collaborated with Institute of Technical Education ("ITE"). The collaboration aims to introduce programmes, over the next five years, aimed at enhancing technical competencies and technologies pertaining to Sustainable Mobility Technology for ComfortDelGro staff and ITE students.

In addition to physical training opportunities, ComfortDelGro has developed various e-learning to equip its people with critical skills, including but not limited to, Cyber Security, Data Analytics, Digitalisation in 2022.

TRAINING HOURS SUMMARY, BY GENDER AND LEVEL (2022)

TOTAL TRAINING HOURS	2020	2021	2022
Average training hours per employee	18.6	20.2	22.1

TOTAL TRAINING HOURS (BY GENDER)	WOMEN	MEN	TOTAL
Total number of employees	3,340	19,632	22,972
Total number of training hours	56,447	450,543	506,990
Average training hours	16.9	22.9	22.1

TOTAL TRAINING HOURS (BY EMPLOYEE CATEGORY)	SENIOR MANAGEMENT	EXECUTIVES	NON-EXECUTIVES	TOTAL
Total number of employees	21	1,668	21,283	22,972
Total number of training hours	1,765	56,575	448,650	506,990
Average training hours	84.0	33.9	21.1	22.1

SOCIAL: SAFEGUARDING THE WELL-BEING, HEALTH AND SAFETY OF OUR PEOPLE, PATRONS, AND COMMUNITIES

OUR PATRONS AND COMMUNITIES

ComfortDelGro aims to continue providing services of the highest quality, enhancing transportation accessibility for all, and upholding good corporate citizenry by engaging in philanthropic activities within our communities and the wider society.

WHY THIS MATTERS TO US

ComfortDelGro understands the necessity of our services, and are mindful of the impact we can leave on the people and communities around us. Beyond connecting people through our services, we believe that our business is also a platform to connect with people. ComfortDelGro strives to make safe transportation accessible to all whilst providing support to the communities which we operate in. In doing so, we hope to foster a more inclusive society and enhance the well-being of our stakeholders and beyond.

HOW WE MANAGE THIS

ComfortDelGro endeavours to understand the most pressing issues within our communities and work to contribute to alleviating the issues. As active societal engagement is embedded throughout our operations, we hope to capitalise on this to uphold our longstanding commitment of good corporate citizenry. Enabling this, ComfortDelGro does its utmost best to provide top quality service and respond to the everchanging needs of its patrons and society, creating value for all. Additionally, we are proactive in our philanthropic activities and ensure regular engagement with local communities to manage our impacts and benefit those around us.

ACCESSIBILITY

Bolstering transportation accessibility is essential for the development of an inclusive society. As a leading service provider within the land transportation industry, ComfortDelGro is resolute in our commitment to enhance societal inclusivity and accessibility through our services. Additionally, we take strides to instil an inclusive and accessible culture and environment across our operations, thereby enhancing the well-being of our staff, customers, and relevant communities.



OUR PERFORMANCE AND LOOKING FORWARD

Wheelchair accessible lifts, ramps and restrooms have been implemented across our work premises. Likewise, all our public buses operated across Singapore, Australia, and the UK are wheelchair accessible, enabling the safe transportation of persons-in-wheelchairs ("PIWs"). ComfortDelGro's bus drivers are actively trained on how to properly assist PIWs and deploy the ramps effectively. Similarly, our bus drivers also undergo rigorous trainings in accordance with ComfortDelGro's eight service standards, thus addressing the needs of different customers including those with disabilities – both physical and invisible in nature.

In the UK and Ireland, our employees are mindful of disabilities and equipped to respond to the needs of disabled patrons. For example, staff are taught how to load wheelchairs onto vehicles in an appropriate manner. In support of this, Metroline has several internal maintenance policies and protocols in place to safeguard the effectiveness and safety of accessibility features installed across our operations. Exemplifying this, wheelchair ramps are always tested at the garage prior to any vehicle journeys to ensure that they are functioning properly. Additionally, Metroline regularly hosts and engages in activities, trainings, and campaigns with various partners to enhance disability awareness and sensitivity amongst employees, relevant stakeholders and the wider public. Moreover, all Hackney Carriages of Computer Cab across London and Hackney are wheelchair accessible as well.

Likewise, in Australia, all drivers from Forest Coach Lines and Blue Mountains Transit are well-trained to assist the elderly and patrons with disabilities. All of Swan Taxis'



SOCIAL: SAFEGUARDING THE WELL-BEING, HEALTH AND SAFETY OF OUR PEOPLE, PATRONS, AND COMMUNITIES



cabbies are also equipped to aid disabled and elderly customers. In the same vein, a Customer Connect Care training was also conducted by CDC Victoria to new bus drivers in 2022, bringing the total to 470. In China, disabled patrons are also given free rides on China's National Disability Day, which falls on the third Sunday of May 2022.

In Singapore, to foster an inclusive environment, the S\$1,000 annual membership fee for private driving instructors is waived for students with disabilities. All taxis under ComfortDelGro Taxi are also well-placed to serve disabled patrons as all taxi drivers are trained to appropriately assist disabled customers. At the same time, our cabs are also designed with sufficient boot space to transport foldable wheelchairs and other disability-related equipment. Our unwavering dedication to enhancing transport accessibility is further highlighted through our provision of fee waivers to the visually impaired. Visually impaired customers with guide dogs requiring private transport in their daily routine receive up to three fee waivers a day to go about their daily routines. In so doing, ComfortDelGro is able to augment societal inclusivity whilst demonstrating how much we value customers of all backgrounds.

Additionally, senior citizens and people with mobility issues can also engage ComfortDelGro MedCare services to ferry them to medical appointments or social appointments. This involves the use of minibuses which are specially designed and equipped to accommodate a variety of wheelchairs, such as motorised or bulkier wheelchairs. For example, PIWs are able to board the vehicles without dismounting their wheelchairs through the usage of the automatic hydraulic lifts feature. This

facilitates the ease of travel for those in need whilst enhancing transport inclusivity within Singapore. The Travel Buddy programme launched by SBS Transit last year will also enable persons with disabilities to travel independently and confidently.

As we integrate and install the abovementioned initiatives, policies, and features across our operations, ComfortDelGro hopes to foster a diverse, accessible, and inclusive transportation environment in all the countries that we function in.

Going forward in 2023 and beyond, we remain steadfast in our commitment to continuously advance accessibility across all of our operations and thus seek to persist in innovating, integrating, and investing in opportunities and technologies which will aid us in this aspect. We also aim to maintain 100% wheelchair accessibility for all our public buses.

WHEELCHAIR ACCESSIBILITY ON PUBLIC BUSES		
	2021	2022
Singapore	100%	100%
UK & Ireland	100%	100%
Australia	100%	100%

WHEELCHAIR ACCESSIBILITY ACROSS ALL BUSES (PUBLIC BUSES, COACHES AND PRIVATE HIRE BUSES)		
	2021	2022
Singapore	98.2%	99.8%
UK & Ireland	82.2%	97.7%
Australia	64.0%	64.0%

SOCIAL: SAFEGUARDING THE WELL-BEING, HEALTH AND SAFETY OF OUR PEOPLE, PATRONS, AND COMMUNITIES

SERVICE QUALITY

As a leader in the transport service industry, ComfortDelGro prides itself in providing top quality transportation services which are both safe and inclusive. We have put in place processes and customer engagement platforms to receive and review customer feedback and subsequently, identify gaps for improvement. This builds trust with our customers and demonstrates how much we value their input. In doing so, we hope to develop long-term relationships with our customers whilst ensuring the quality of services deployed.

OUR PERFORMANCE AND LOOKING FORWARD

Across all our operations, information counters are readily available at bus interchanges and MRT stations for customers to seek help in person. Our websites, hotlines, mobile applications and social media channels provide online alternatives for customers to engage with us. Upon receipt of any enquiries, ComfortDelGro strives to respond to customers within reasonable timeframes.

In 2022, ComfortDelGro Taxi responded to 92% of urgent cases within two working days, above a target of 82%, and 87% of normal cases within five working days, above a target of 80%. We also held regular feedback and engagement sessions with our corporate business clients. SBS Transit achieved 42.4 compliments and commendations and 4.5 valid complaints per million passenger trips. For Greater Sydney Region 4, our largest contract in Australia, 99.3% of complaints and enquiries were resolved within 2 working days. Of which, 98.7% of complaints were resolved within 2 working days, above a target of 70%.

For our public transport operations, we strive to provide a punctual and reliable service and minimise any deviations from planned schedules, whilst enforcing strict abidance to all relevant safety standards and checks. Since 2021, SBS Transit has partnered Stratio to routinely monitor our bus conditions in a bid to bolster cost-effectiveness and augment customer satisfaction. Consequently, it was able to optimise maintenance processes and improve the reliability of bus services, thereby upgrading commuters' travelling experiences. In the same vein, SBS Transit facilitates the ease of public transport through its mobile app which provides users with real time updates of train and bus schedules. As a result, commuters are able to better plan their time based on the information provided. To find out more about other accessibility and inclusive initiatives which SBS Transit has to offer, refer to the [SBS Transit Sustainability Report 2022](#).

ComfortDelGro also strongly prioritises road and public safety when considering service quality. As such, we work closely with the traffic police to ensure road safety by having regular quarterly traffic police personnel giving road safety talks and seminar with our bus captains as well as the taxi drivers. All bus drivers and customer service officers regularly undergo trainings and refresher

courses to maintain a high standard of road safety and security. In managing COVID-19 on public transport, ComfortDelGro stringently abides by all government protocols and enforces the implementation of necessary safe management measures such as the wearing of masks.

In Singapore, the Public Transport Council conducts surveys to ascertain service quality and customer satisfaction. In 2022, commuters were determined to be satisfied with our country's public transport services. We attained a mean satisfaction score of 8.2 out of 10 for our MRT services, 7.7 out of 10 for our public bus services, and 8.0 out of 10 for the Point-to-Point ("P2P") services covering taxis and private hire vehicles. In the UK, Transport for London runs regular customer and mystery traveller surveys relating to various aspects of the customer experience which rank transport operators in various metrics out of 100, relating to drivers and vehicle performance. In 2022, Metroline achieved a weighted average score of 84.1 for drivers and 72.3 for vehicle performance. In Australia, surveys are also conducted by the State governments who publish The Customer Satisfaction Index to demonstrate satisfaction levels across all public transport. The 2022 results for Greater Sydney Region 4 showed 94% of customers rating overall very satisfied with bus services. We continue to work hard and strive to maintain our delivery of excellent commuter satisfaction and execution of top transportation services.

Going forward, ComfortDelGro remains unwaveringly dedicated to upholding top service quality and ensuring frequent customer engagement. We continuously review and update our processes whilst improving on the feedback received from customers. As a result, we hope to foster longstanding relationships with the community whilst growing and developing our capabilities.



SOCIAL: SAFEGUARDING THE WELL-BEING, HEALTH AND SAFETY OF OUR PEOPLE, PATRONS, AND COMMUNITIES

LOCAL IMPACT AND CSR

ComfortDelGro believes in creating positive social impacts beyond our direct operations through our philanthropic contributions to the local communities around us. We also endeavour to extend care and aid to those in need. Each of our countries of operation is responsible for their respective social responsibility outreach, ensuring that programmes are tailored specifically to the needs of their local communities. In 2022, ComfortDelGro collectively funded S\$1.28 million in donations.

OUR PERFORMANCE AND LOOKING FORWARD

SINGAPORE

With the aim of supporting and creating positive impact within the community, under our CabbyCare Charity Group comprising solely our taxi drivers, we continued our practice of delivering meals and bread to the needy for free, having made over 2,230 trips in 2022. Recognising the significance of engaging with the younger generation, our ComfortDelGro Driving Centre conducted road safety talks to over 560 secondary school students via visual platforms and physical workshops. Our participation underlines our commitment towards contributing to the communities in which we operate, highlighting our efforts in providing safe, efficient, and accessible mobility to all.

In support of Caring Commuter Week, SBS Transit held an interactive exhibition, "Walk in My Shoes" to raise awareness on dementia in November 2022 and organised an informative tour of the Downtown Line Depot as part of a collaboration with the LTA. Since its inception, SBS Transit has continued its school engagement programme to assert the importance of safety on public transportation. This year, SBS Transit continued conducting virtual school talks and with the easing of the pandemic's restrictions, they have also reverted to conducting physical learning



programmes at SBS Transit depots, MRT stations and bus interchanges.

ComfortDelGro Bus provided two-way shuttle services for VIVA Foundation in 2022, for Children with Cancer's "An Evening of Pop Opera with FIVERA8" at the Singapore Botanic Gardens. VIVA's inaugural Concert in the Park, which featured performances by pop opera group FIVERA and the Singapore Ballet, was graced by Minister of Health, Mr Ong Ye Kung.

ComfortDelGro also contributes to NTUC U Care Fund (previously as "NTUC Eldercare") since 2005. This programme provides social day care services to underprivileged elderly groups. We are pleased to have contributed a total of S\$2.09 million to this cause to-date. ComfortDelGro Taxi's Decommissioned Taxi Gifting Programme donates used taxis to hospitals and elderly homes for rehabilitative and training purposes.

AUSTRALIA

Supporting and uplifting indigenous people in Australia is a consistent and long-term key focus area for our community outreach activities. In July 2022, National Aborigines and Islanders Day Observance Committee Week was held together with CDC to commemorate and honour indigenous Australians across depots and Business Units across Australia.

In an effort to promote the stories and history of indigenous peoples, CDC NSW has continued the collaboration with Kinchela Boys Home Aboriginal Corporation to facilitate healing through partnership. CDC Victoria also hosted seven young indigenous people at the Wyndham Depot and head office, with the aim of sharing potential career opportunities that are available to them.

In our Australia operations, the value of sport in uniting people and creating common ground, is well respected. CDC Northern Territory used this principle to support the Deadly Cup indigenous rugby league event in July 2022. CDC Northern Territory also provided sponsorship for the Jabiru Bombers, an Australian rules football code unique to Australia. Likewise, 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.



Our Australian operations has also consistently supported the National Aborigines and Islanders Day Observance Committee ("NAIDOC") Golf Day during NAIDOC week for the past three years, where we donated money and prizes for the day to facilitate fundraising and its occurrence. In August 2022, CDC Northern Territory also supported YMCA Palmerston with transport from Palmerston to Marrara tennis centre for an Indigenous tennis carnival.

Moove Media Australia has supported social organisations such as the Sydney Children's Hospitals Foundation, Breast Cancer Trial, and Dolly's Dream through 2022, providing free-of-charge advertising on buses for their various messages.

As a response to the bushfires in Australia, CDC established the CDC We Care Fund totalling AUD \$250,000 to support fire-fighting efforts in 2020. The Fund has since been

SOCIAL: SAFEGUARDING THE WELL-BEING, HEALTH AND SAFETY OF OUR PEOPLE, PATRONS, AND COMMUNITIES

transitioned to provide assistance and recovery measures during challenging situations such as the pandemic or disasters faced by our broader communities, including employees working in the areas that we operate. In 2022, the Fund was activated again to support families affected by the heavy floods in South East Queensland and Regional New South Wales.

Similarly, CDC Victoria supported the Red Cliffs Community Resource Centre by sponsoring a vehicle to make food deliveries to the disadvantaged in Mildura; in aiding the multicultural community organisation in Melbourne's western suburb of Werribee with the securement of water for their community garden. Contributions included the funding of AUD \$15,000 to support the underprivileged but

UNITED KINGDOM

In our UK operations, ComfortDelGro has been actively contributing to the local communities and the national economy through our subsidiaries by providing employment opportunities. We contribute to the UK government led apprenticeship scheme, which allows employers to gift up to 25% of the apprenticeship levy to selected enterprises. Supporting social initiatives where we operate, Metroline renovated and donated a bus to a London charity, Advice for Renters, for use as their community outreach base. A total of £975 was also raised and donated to the Royal British Legion in support of military veteran personnel through the annual Poppy Appeal, and £2,177 was raised for Breast Cancer Now through their "Wear it Pink" campaign in October.

Another of our UK operations, Adventure Travel was part of the Welsh national concessionary fare scheme, providing free travel to those older than 65 and those with serious disabilities. The concessionary passenger account for around 40% of our fare-paying customers.

talented and motivated young people in Melbourne's West in realising their potential through merit-based, tailor-made scholarships and opportunity programmes.

CDC Victoria also sponsored AUD \$10,000 towards a three-year environmental project with the Victorian State Government and major bus industry suppliers. In the same vein, Volvo Bus Australia, and CMV Truck & Bus are involved for the development of Australia's first dementia friendly forest and sensory trail in Victoria's Woowookarung regional park in Ballarat. This award-winning initiative makes the park accessible for wheelchair users, their caretakers, people with assistance dogs, and groups from residential aged care facilities, bolstering inclusivity and aligning with our philanthropic values.



Our business, Citylink, has also been actively working with social organisations, contributing to the various causes around Ireland. Citylink continued its long running engagements with different organisations including the Irish Cancer Society, Inis Aoi bhinn House and The Galway Hospice, raising awareness for breast cancer, providing transport for chemotherapy and dialysis patients, as well as for the organisation's activities respectively. Citylink has also been a valued member of the sporting community, supporting Galway sport events such as the Galway Senior Hurling, and have become the transport provider of the Galway Ladies Camogie team. For more than five years running, Citylink has also been involved in the Galway International Arts Festival and Baboro Children's Art Festival and will continue to be part of the tradition in their local community.



CHINA

In our China operations, we focussed on social responsibility efforts and providing financial aid to those in need. Since 2013, Beijing Jin Jian Taxi Services has been contributing to the Beijing Warmth Foundation, whose role was to actively encourage workers to participate in fund raising activities to aid those facing financial difficulties. As of today, Beijing Jin Jian Taxi Services has contributed RMB 50,000 to this Foundation.

We also encouraged our employees to actively participate in volunteering. From March through October 2022, our

drivers partook in efforts against the pandemic across cities in China, volunteering to provide transport services or volunteering in COVID-19 prevention efforts across their communities. Within Jilin City, 15 of our drivers joined the Emergency Supply Fleet organised by the Jilin Municipal Commerce Bureau, to provide free delivery services for daily necessities for residents, when a severe COVID-19 outbreak occurred in March 2022.

In line with our commitments and ambitions, our taxi drivers from Shenyang ComfortDelGro Taxi also visited nursing home in Da Dong District. Similarly, our taxi drivers from Chengdu ComfortDelGro Taxi volunteered to deliver rice and provide free trips to the elderly and the disabled. Our taxi companies in China have also been providing free taxi trips to all examinee during the country's National Education Entrance Examination in June 2022.

LOOKING FORWARD

ComfortDelGro will remain committed to enhancing its social licence to operate through various meaningful engagements with our local communities. Moving forward, we aim to continuously expand our engagement and participation in local social causes, creating greater value within communities we operate in. In doing so, we hope to advance the practice of good corporate citizenry and create long lasting positive impacts as best we can.