



ABOUT THIS REPORT

We are pleased to share with you our latest Sustainability Report. This Sustainability Report articulates ComfortDelGro's sustainability ambition across all our operations around the world. It underscores our commitment to keep our Stakeholders abreast of our efforts and performance across the Environmental, Social and Governance (ESG) domains. ESG issues are complex but increasingly critical, both to our long-term value as a Company and to the wider society. This is especially so for us as a global mobility service provider.

We play a key role in contributing to sustainable development through connecting societies with mobility services, including our extensive public transport networks. We welcome the opportunity to share this progress with you in our sixth Sustainability Report. This Report has been prepared in accordance with the Global Reporting Initiative's (GRI) Standards: Core option and SGX Listing Rule 711 (A) and (B).

REPORTING PERIOD AND SCOPE

We have provided a detailed account of our performance where data is currently available, based on the Group's financial year from 1 January to 31 December 2020.

As our subsidiaries – SBS Transit and VICOM – are also listed on the Singapore Exchange, we have produced their figures separately in this Sustainability Report. This Sustainability Report supplements ComfortDelGro's Annual Report 2020, which can be found on our corporate website www.comfortdelgro.com. In accordance with our environmental principles, this Report is only available on our website.

INDEPENDENT CONSULTANCY

An independent Sustainability consulting firm, Paia Consulting, was appointed to provide external assistance with the development of the contents of this Report. We intend to seek external assurance in the future.

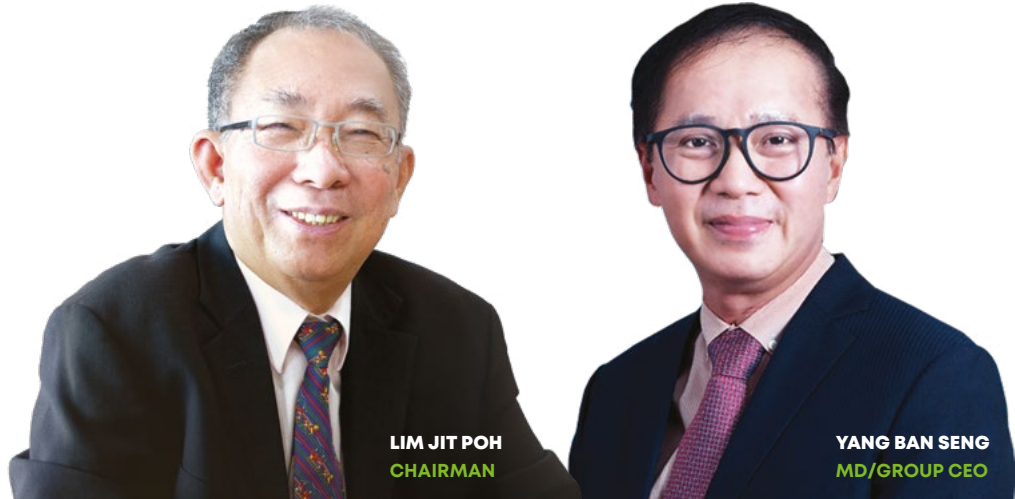
GIVE US YOUR FEEDBACK

We welcome your feedback to help us do better. You can reach us at groupsustainability@comfortdelgro.com.

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MESSAGE FROM THE CHAIRMAN AND MD/GROUP CEO



LIM JIT POH
CHAIRMAN

YANG BAN SENG
MD/GROUP CEO

2020 is a tumultuous year. From the first reported infection in the Chinese city of Wuhan, the coronavirus (COVID-19) outbreak soon spread to become a global pandemic, upending economies, businesses and livelihoods. As a global land mobility operator, the ComfortDelGro Group is badly affected.

The reach and impact of the global COVID-19 pandemic necessitates that the Group strengthen its focus on the social dimension of our sustainability effort. Our key priority is to ensure the health and safety of our staff, commuters and stakeholders, and to minimise exposure of COVID-19 risks on public transport. Where necessary, financial support is also extended to our business partners, including granting of rental reliefs to our cabbies over the COVID-19 period. We understand the criticality to save lives, protect livelihoods and to keep trust with our stakeholders over this difficult period.

Although vaccines are now available, the recovery from this COVID-19 crisis will be long and uncertain. The global crisis has exposed inadequacies, risks and inequalities in the management of the environment and across communities. As an enterprise that believes in long-term value creation, the Group will continue to commit ourselves to the Environmental, Social and Governance (ESG) targets, and further our investments in sustainability to create long-term growth for the Group. The Board will continue to provide oversight, with the support of Management, to accelerate our ESG investments and efforts. We are all responsible to build back better in a post COVID-19 world.

To accelerate Singapore's efforts against climate change, Ms Grace Fu, Minister for Sustainability and the Environment of Singapore, has recently announced the launch of a multi-ministry Singapore

Green Plan 2030. The ComfortDelGro Group is keeping up to-date with the Green Plan and will align with the targets to advance the whole-of-nation sustainability agenda. We are mindful of the carbon emissions from our business operations and have first set our 2030 ESG targets in 2019. We will review these targets as the Government firms up concrete plans to push forward the sustainability agenda.

**ENABLING AN ENERGY EFFICIENT
TRANSPORT SYSTEM**

As a global land transport operator, the ComfortDelGro Group is committed to minimise the environmental impact of our operations. The Group has committed to halve our Greenhouse Gas (GHG) emission intensity by 2030. Despite having some of our plans derailed by the COVID-19 pandemic, we remain cautiously optimistic that we will meet the target. To-date, over 50% of our Singapore taxi fleet is petrol-electric hybrid vehicles. In the People's Republic of China where we operate taxis in nine cities, all new vehicles have to be electric vehicles. To-date we have 4,083 CNG and electric vehicles out of our combined fleet of 10,345 taxis. In Melbourne, Australia, we have taken delivery of 40 out of 50 petrol-electric buses financed under a green loan, making CDC Victoria the largest hybrid bus operator in the city.

SBS Transit, our public transport operator in Singapore, pro-actively partners the Land Transport Authority to experiment and learn about the operations and maintenance of green vehicles. It has since taken delivery of 20 electric buses for trials along two bus routes. In London, our Metroline business continued its efforts to progressively replace its fleet with electric buses. Today, Metroline operates a fleet of 90 double deck electric buses on two routes.

The Group is also committed to improving the reliability and efficiency of our public transport services. In 2020, the Mean Kilometres Between Failure (MKBF) of our North East Line and Downtown Line were 2.04 million train-km and 2.09 million train-km respectively. The improved reliability will help in steering commuters towards using public transport that consumes less energy per passenger km compared to private vehicles.

In 2020, the Group Sustainability Office also participated in the Assessing Low-Carbon Transition (ACT) for Transportation study initiated by the Carbon Disclosure Project (CDP), a leading global disclosure provider of ESG ratings to investors. Based on our preliminary projects and plans, the findings concluded that our Group is on the right path to transit to a low-carbon fleet.

Several projects have been delayed because of the COVID-19 pandemic. These include the hydrogen bus trial in London, as well as the plan to install an additional 2MWP of solar photovoltaic (PV) panels at our Downtown Line Gali Batu Depot. We are working closely with the stakeholders to ensure the resumption of these projects in 2021.

**ENHANCING THE SAFETY AND WELL-BEING OF THE
COMMUNITY AND OUR PEOPLE**

Our Group's focus on safety is not only embedded in our policies, procedures and trainings, but also reflected by our response to the COVID-19 pandemic. From the onset of the outbreak, the Group and its businesses are able to rapidly step up their business continuity plans and to introduce various safe distancing measures. Cleaning regimes were enhanced at all premises and vehicles to minimise the risk of the virus spread and to ensure the health and safety of our commuters and staff. We also distributed

MESSAGE FROM THE CHAIRMAN AND MD/GROUP CEO

masks, sanitisers and disinfectants to our staff and cabbies. Group Procurement worked tirelessly to ensure our stockpile of essentials remain healthy. At the peak of the pandemic, supplies had to be coordinated across geographies to mitigate shortages. The Group continued its public transport operations to provide services to frontline healthcare workers and ensure the continuity of essential services. We have implemented telecommuting to allow our staff to work from home where possible, thereby minimising the risk of infection spread. To allay our staff's anxieties over this period, online wellness workshops are regularly held to provide advice on physical and mental well-being.

Being acutely aware of the impact of the circuit breaker and lockdowns to the livelihoods of our cabbies, the Group also took the unprecedented decision to waive the rental of our taxis over the lockdown periods in 2020. Beyond rental waivers, we partnered various food and beverages entities to provide delivery services via the newly developed ComfortDelivery App, to supplement our cabbies' income over the circuit breaker period. The Group's Board and Senior Management also took a voluntary cut in Directors' fees and pay respectively, to demonstrate solidarity with Singaporeans and our business partners over this difficult period.

Beyond the pandemic, the Group continues to invest and explore safety initiatives and technology. The predictive anti-collision system introduced by ComfortDelGro Bus is a success, and plans are underway to procure more of such systems. In 2020, passenger injury across the Group has decreased and there were zero road fatalities.

As a responsible mobility operator, ComfortDelGro will continue to prioritise road and passenger safety.

In 2020, the Group continued to give back to our communities, including the poor, the elderly and the sick. We donated over S\$1.44 million to various charities and welfare organisations. In light of the pandemic, we have also mobilised additional resources to help the community. Moove Media, our advertising arm, sponsored the acrylic face shields at several food courts to allow diners to eat-in safely. To enable disadvantaged families that may not be well-equipped for home-based learning during the lockdown, Moove Media upcycled cardboards into 70 tables and donated them to the homes of these students.

During the year, CabbyCare, our Taxi Business' cabby volunteer group in Singapore, made over 1,015 free trips to deliver meals and library books to the needy. In recognition of ComfortDelGro Taxi's significant contributions in improving workers' lives and livelihoods, it was awarded the National Trade Union Congress (NTUC) May Day award in 2020.

ENGRAINING A CULTURE OF INNOVATION AND STRONG GOVERNANCE

In 2020, all three listed companies in the ComfortDelGro Group emerged top 20 in the Singapore Governance and Transparency Index (SGTI). This is a significant milestone for the Group, and we will remain committed to fostering a culture of strong governance.

We continue to invest in innovation and digitalisation. A Group Chief Digital Officer has been brought in to accelerate our digital transformation. At the Board

level, a Digital Committee was set up to provide guidance and oversight to our digital effort. Across our businesses, a global digital challenge was initiated in 2020 to source for solutions to improve business operations and to identify new opportunities. We were encouraged by the submissions and the ideas.

In the wake of the pandemic where working from home became a norm, we have strengthened our cybersecurity measures, and mandated cybersecurity trainings for all staff. We are glad that there have been no major cybersecurity or personal data breaches across the Group.

CONTINUING OUR SUSTAINABILITY JOURNEY

As climate change issues become more pertinent, there is an urgent need for collective efforts from everyone. The Group has set our sustainability targets, and has put in-place plans for a greener fleet transition. But we will need to do more. We are happy to announce that beyond reporting and compliance, the Group has decided to commit to the Science-Based Target Initiative (SBTi), an international project to limit global warming to less than 2°C of pre-industrial level. ComfortDelGro will be the first mobility operator in this region to take up this challenge. It will entail developing our transition plans and having the plans approved over the next 24 months. This will involve the Group committing to the use of clean energy, to building a sustainable enterprise and to playing our part to combat climate change.

We are thankful that our efforts in sustainability has been recognised when ComfortDelGro was selected as one of five Singapore companies to be included in the 2020 Dow Jones Sustainability

Index (DJSI) – Asia Pacific. This is the second year that the Group has been included in this prestigious index. We also maintained our rating in the top fifth percentile of the Sustainalytics ESG assessment in 2020.

We thank our Staff, Partners and Stakeholders for their support in our sustainability journey during this difficult year. There is a lot more to do, and we look forward to your continuing support and partnership.

LIM JIT POH
CHAIRMAN

YANG BAN SENG
MD/GROUP CEO

COMFORTDELGRO IN FOCUS

2020 SUSTAINABILITY PERFORMANCE OVERVIEW



ComfortDelGro Was Included in the Prestigious Dow Jones Sustainability Index (DJSI) Asia Pacific for Two Years in a Row

ComfortDelGro Corporation Limited has been included in the Dow Jones Sustainability Index Asia Pacific (DJSI Asia Pacific) for a second year in 2020. We are honoured to be one of five Singapore companies and the only local transport company to have been included in the regional index.

We improved our performance in 2020 to be at the 80th percentile among industry peers for all companies assessed this year, from the 70th percentile position in 2019.

“Our inclusion in the Index for two years in a row is testament to our firm commitment towards sustainable development. Our triple bottom line approach, encompassing the social, economic and environmental dimension, forms the basis of how we make all our decisions. As a global mobility provider, we will continue to ensure our investments in sustainability create value and long-term growth for the Company and our Stakeholders, and that our various Environmental, Social and Governance (ESG) efforts will strengthen the Group as a sustainable enterprise.”

Mr Yang Ban Seng, MD/Group CEO of ComfortDelGro

ENABLING AN ENERGY EFFICIENT
TRANSPORT SYSTEM



2018: 319
2019: 303

GREENHOUSE
GAS EMISSIONS
INTENSITY*

(tonnes CO₂e per \$mil revenue)

2020
294



GREENHOUSE
GAS EMISSIONS*

(tonnes CO₂e)

915,422

2018: 1,157,916
2019: 1,136,105



ELECTRICITY
CONSUMPTION

(kWh)

444,928,154

2018: 481,170,994
2019: 490,098,944

FLEET
COUNT



More than
40,000 vehicles
across **7** countries



PERCENTAGE OF HYBRID TAXIS/
BUSES ACROSS GEOGRAPHIES

57.1%
hybrid/electric taxis
in Singapore

39.5%
CNG/electric taxis
in China

66.8%
hybrid/electric taxis
in Australia

46.6%
hybrid/electric buses in
the United Kingdom (UK)

WATER
CONSUMPTION
(megalitres)

1876

WASTE
PERFORMANCE
(tonnes)

5,824
Total waste
generated

2,376
Waste diverted from disposal
(recycled or reused)



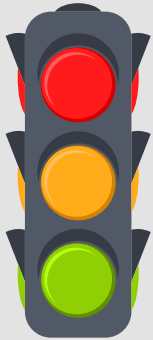
* Includes Scope 1 and 2 emissions. Excludes operations in China, as many of the businesses are joint ventures with local partners

COMFORTDELGRO IN FOCUS

2020 SUSTAINABILITY PERFORMANCE OVERVIEW

ENHANCING THE SAFETY AND WELLBEING OF THE COMMUNITY AND OUR PEOPLE

ROAD SAFETY



Passenger Injury Rate (per mil km)

3.12 2019: 3.00
Singapore

1.53 2019: 2.75
UK & Ireland

1.29 2019: 5.59
Australia

Passenger fatalities

0 2019: 1
Singapore

0 2019: 1
UK & Ireland

0 2019: 0
Australia



ACCESSIBILITY ON BUSES*

100%
Singapore

over 90%
UK & Ireland

over 57%
Australia



Work-related fatalities

0
work-related fatalities across our operations

Workplace Injury Rate per 100,000 Employees**

455.1 2019: 457.4
Singapore

616.2 2019: 480.8
UK & Ireland

1008.8 2019: 2,189.9
Australia



MAJOR NATIONALITIES IN OUR WORKFORCE

31.1%
Singaporean

19.6%
Malaysian

14.3%
Australian

15.8%
British

6.8%
Chinese

12.4%
Others



FEMALE EMPLOYEES ACROSS THE GROUP

2019: 14.3%

2020

14.6%



EMPLOYEES WHO ARE OVER 50 YEARS OLD ACROSS THE GROUP

2019: 40.1%

2020

40.8%



DONATIONS TO CHARITY (OUTSIDE OF COVID-19 RELIEF) BY THE GROUP IN 2020

S\$1.44m

* Singapore operations refer to SBS Transit, United Kingdom operations refer to Metroline and New Adventure Travel, Australian operations refer to ComfortDelGro Corporation Australia

** Workplace Injury Rate (WIR) for Singapore and UK/Ireland falls below the Workplace Safety and Health Report 2019 national statistics published by Ministry of Manpower. The 2019 national statistics for workplace injury rate for Logistics & Transport industry is 821.2 per 100,000 employed persons. Australia has a "no-fault" system of workers' compensation for work-related injuries and benefit systems which indirectly led to relatively high workplace injury reports and long medical leaves.

RESPONDING TO COVID-19

When the first waves of the pandemic initially impacted our operations in China in January 2020, no one could have expected the magnitude and disruption that would result from the pandemic.

Our global operations experienced unprecedented closures and unstable business conditions. Together with our staff and partners, we innovated, pivoted and remained resilient as we navigated the “new normal”. 2020 was, undeniably, a transformative year.



As one of the world's largest transport companies, people will always be foundation of our business. Since the onset of the pandemic, ComfortDelGro recognised that we were not alone in facing the challenges to come, and that we have the responsibility to play a part. We committed to putting our people and communities first, contributing to global efforts to battle COVID-19.

This section outlines the key efforts by the ComfortDelGro Group during such extraordinary times.





We extended close to S\$120 million in relief to our cabbies through rental waivers

Read more on page 31

EXTENDING SUPPORT THROUGH TURBULENT TIMES



Photo taken before COVID-19

As the Singapore-Malaysia border closed, we secured accommodation for over 1,518 Malaysian SBS Transit bus drivers who previously commuted across the border daily, thereby securing livelihoods and business continuity

Read more on page 57

IN SINGAPORE, WE REDEPLOYED ABOUT 500 CABBIES TO ALTERNATIVE JOBS TO SUPPORT LIVELIHOODS AND OVER 2,100 CABBIES SIGNED UP FOR COMFORTDELIVERY.

Read more on page 64

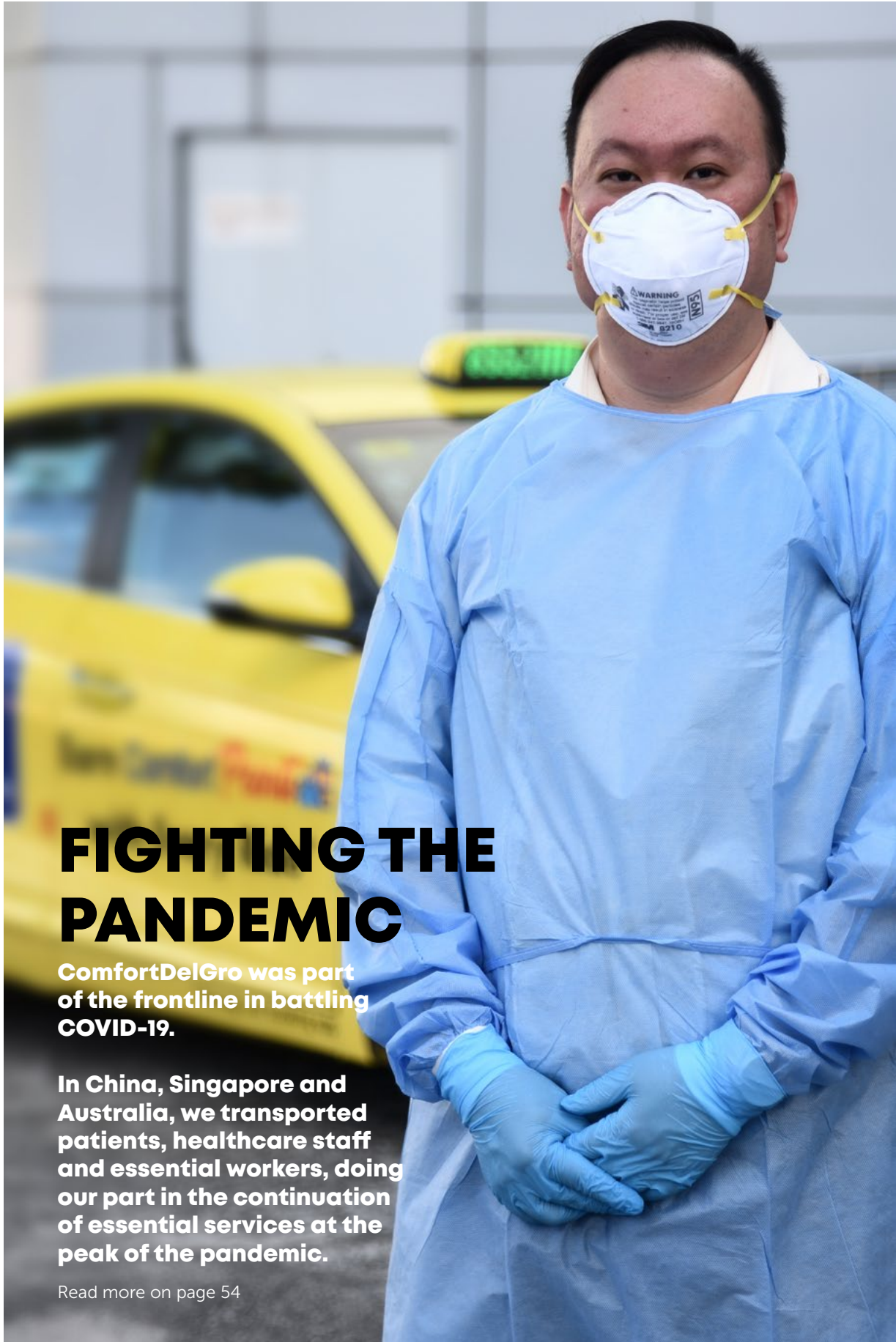


“

The last two months of full rental waiver was more than I could ask for and any help that the Company is still giving, even if it is half the rental, is still better than before the circuit breaker...I have been switching between taxi-driving and delivery jobs. I am hopeful I can make ends meet.

”

**Cabby Frankie Chew, 51
(Cabby of 16 years)**



FIGHTING THE PANDEMIC

ComfortDelGro was part
of the frontline in battling
COVID-19.

In China, Singapore and
Australia, we transported
patients, healthcare staff
and essential workers, doing
our part in the continuation
of essential services at the
peak of the pandemic.

Read more on page 54

We funded daily essentials, assistance and recovery measures in communities across Singapore, Australia and China.

Read more on page 55



In the United Kingdom (UK), the New Adventure Travel (NAT) Group was recognised as a Business Hero by the British Chambers of Commerce for its community efforts, including providing free rides to over 6,200 National Health Service (NHS) staff.

Read more on page 55

KEEPING PEOPLE SAFE AS THEY MOVE

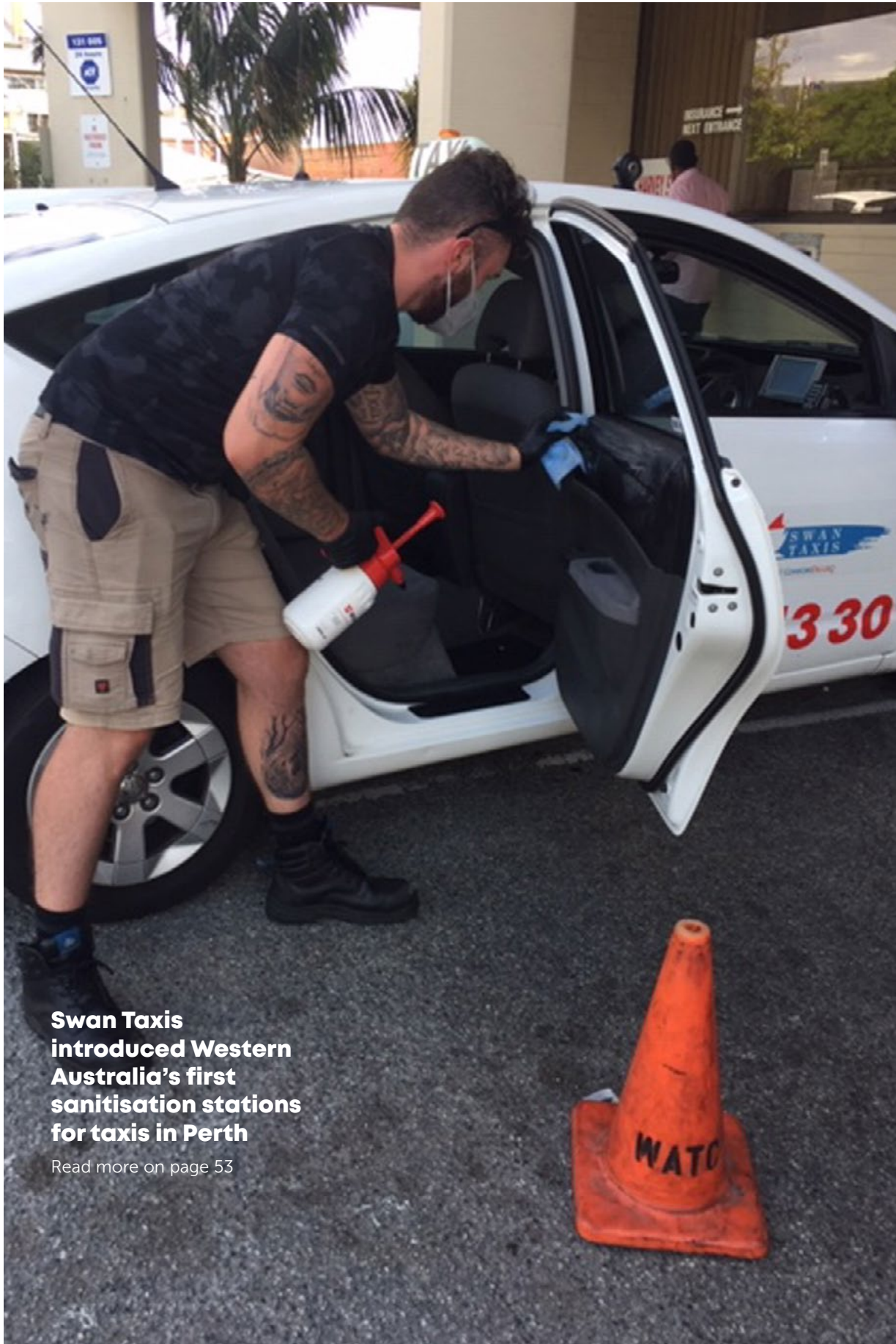
We trialled and implemented new safety measures across our fleet of over 40,000 vehicles in seven countries to keep people moving safely.

Read more on page 53-54



At times and places when the outbreak was at its peak, we leveraged on our global network to mobilise cross-country support and secured protective gear and essential supplies to ensure that people are protected as they move.

Read more on page 55



**Swan Taxis
introduced Western
Australia's first
sanitisation stations
for taxis in Perth**

Read more on page 53

OUR APPROACH TO SUSTAINABILITY

As a global mobility service provider, we move and connect people, create jobs, invest and innovate to remain relevant and improve the quality of life. Our sustainability approach is focussed on minimising our environmental footprint, ensuring road, passenger and workplace safety, and enhancing the well-being of our people and the community.

BOARD STATEMENT

ComfortDelGro is committed to safeguarding the interests of our Stakeholders for sustainable growth, at the highest governance level. Sustainability is a key pillar of the Group's overall strategy and one that the Board pays close attention to. In particular, we consider Environmental, Social and Governance (ESG) issues as part of our strategic formulation. Our global sustainability strategy focusses on three key areas: enabling an energy efficient transport system, enhancing the safety and well-being of the community and our people, and engraining a culture of innovation and strong governance.

Being in the mobility business, we are cognisant that the delivery of our services has a direct impact on the environment. To this end, we will continue to work closely with the Regulators, the vehicle manufacturers and our suppliers to reduce our overall carbon footprint. We are encouraged by the advancement of technology and are keeping close tabs on developments in the field of Green technology. We are already operating hybrid buses and taxis, and have been working with manufacturers and Regulators on electric vehicle (EV) trials. We believe that technological advancements will have a significant impact on the way we operate and our environmental footprint.

Our people, and the people we serve, is another area of focus. From the health and safety of our employees to the

support for the socially disadvantaged, we are constantly looking at ways to improve. Our employees are committed to projects and activities that contribute to society and help protect the environment. ESG matters as determined by our Stakeholders and deemed to be material to value creation are integrated into our balanced scorecard, which is used to set objectives, drive behaviours, measure performance and determine remuneration. The Board reviews and approves these material issues and has tasked the Senior Management team with the management and monitoring of these issues.

Corporate governance is also something that the Board watches closely. As a company that conducts business on a global scale, we are committed to nurturing a corporate culture that encourages employees to act ethically and with a strong sense of mission in meeting the needs of customers and to ensuring transparent management and fair decision-making.

In this regard, the adoption of the corporate auditor system has helped us increase the effectiveness of the auditing and monitoring functions fulfilled by Auditors. We enhanced the management oversight function of the Board of Directors by implementing appropriate measures such as reviewing the terms of reference of all Board Committees and building Board competence through relevant trainings and workshops.

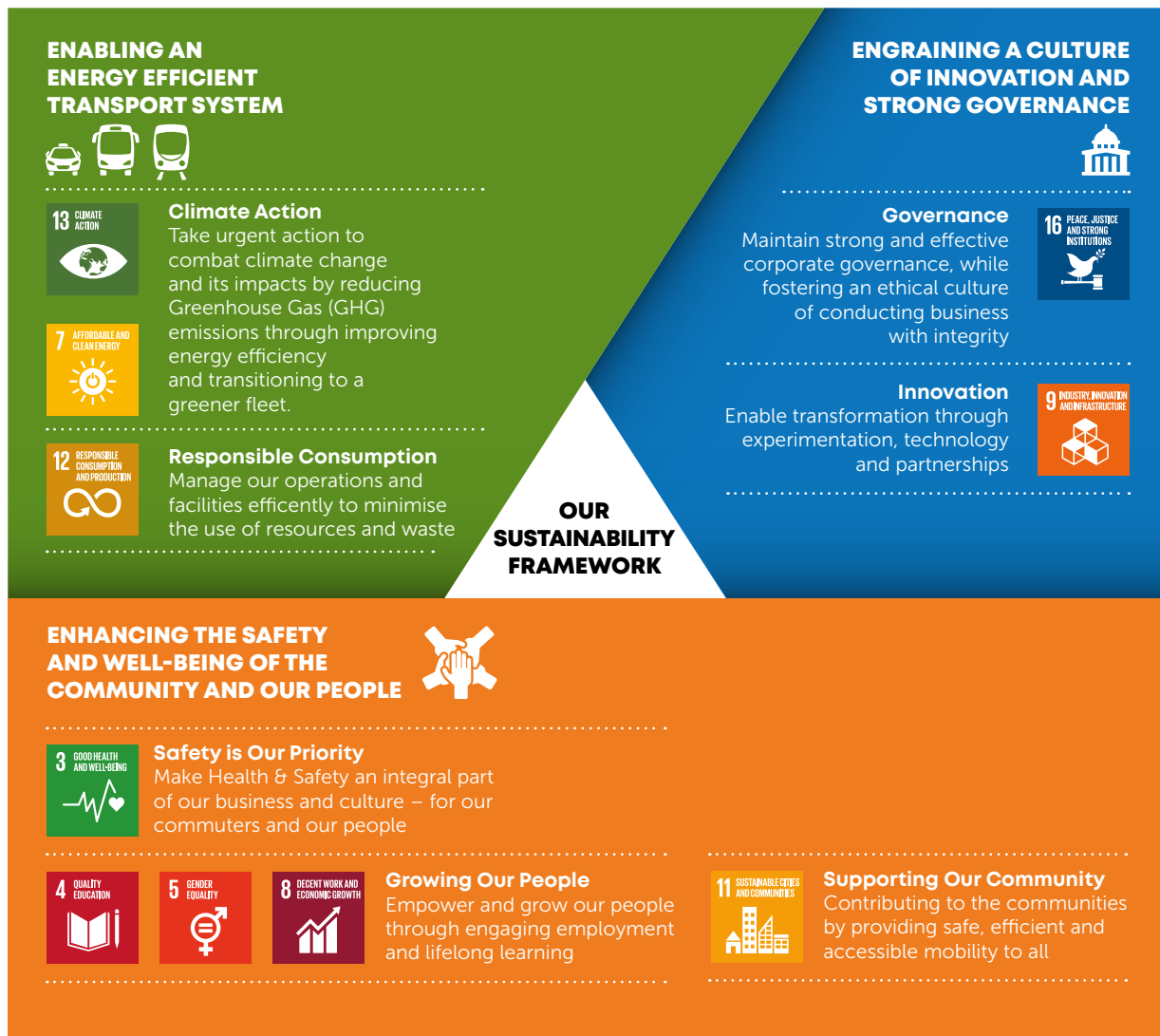
OUR SUSTAINABILITY FRAMEWORK

We mapped the United Nation’s (UN) Sustainability Development Goals (SDGs) into our sustainability framework. We focussed our framework on the 10 SDGs that are most relevant to our business. Despite the pandemic, ComfortDelGro remains steadfast in delivering on our commitments as presented in this framework.




ComfortDelGro’s framework consists of three key pillars:





- Enabling an Energy Efficient Transport System,
- Enhancing the Safety and Well-Being of the Community and Our People, and
- Engraining a Culture of Innovation and Strong Governance.

For each of these pillars, we set targets and commitments, and implement measures to contribute to the SDGs:





**OUR APPROACH TO
SUSTAINABILITY**

SUSTAINABILITY PILLAR	TARGETS	2020 ACHIEVEMENTS
ENABLING AN ENERGY EFFICIENT TRANSPORT SYSTEM		
<p>Climate Action</p>  	<p>By 2023,</p> <ul style="list-style-type: none"> Reduce GHG emissions intensity by 20% from 2015 level 100% hybrid vehicles for taxi fleet 50% of all office buildings in Singapore to be green building certified <p>By 2030,</p> <ul style="list-style-type: none"> Reduce GHG emissions intensity by 50% from 2015 level Increase hybrids for all other vehicles 100% of all office buildings in Singapore to be green building certified <p>By 2023,</p> <ul style="list-style-type: none"> Increase solar photovoltaic (PV) output to 4 MWP <p>By 2030,</p> <ul style="list-style-type: none"> Increase solar PV output to 8 MWP 	<ul style="list-style-type: none"> GHG emissions intensity reduced by 8.1% from 2015 level, on track to reducing 20% by 2023 57.1% of total taxi fleet in Singapore are hybrid or electric vehicles Ulu Pandan Depot awarded Green Mark Platinum (Super Low Energy) in February 2020 44% of office buildings are Green Mark / Eco Office certified Increased solar photovoltaic (PV) output to 1.85 MWP
<p>Responsible Consumption</p> 	<p>By 2023,</p> <ul style="list-style-type: none"> All Singapore Business Units to be Eco Office Plus certified <p>By 2030,</p> <ul style="list-style-type: none"> Promote Green Corporate culture across Business Units in all countries 	<ul style="list-style-type: none"> In 2020, we achieved an additional eleven Eco Office Plus awards Two of our Business Units, ComfortDelGro Engineering and SBS Transit were also awarded the GreenDNA certification ComfortDelGro Headquarters obtained PUB Water Efficient Building (WEB) certification in February 2020

SUSTAINABILITY PILLAR	TARGETS	2020 ACHIEVEMENTS
ENHANCING THE SAFETY AND WELL-BEING OF THE COMMUNITY AND OUR PEOPLE		
Health & Safety 	<ul style="list-style-type: none"> • Zero fatalities • Injury rates below national averages in our locations of operation 	<ul style="list-style-type: none"> • Zero road fatalities and • Zero workplace fatalities • Kept injury rates below national averages*
Growing Our People   	<ul style="list-style-type: none"> • Invest in education and training opportunities to develop our people • Promote digital training across all Business Units • Increase female representation in the workplace • Ensure equitable remuneration structure based on work performance without gender bias • Commit to the key principles of fair employment practices • Abide by labour laws 	<ul style="list-style-type: none"> • Rolled out Microsoft Office, Tableau and Sharepoint training programmes to better prepare our employees for a digital future • 30% female representation in our Boards exceeded the target established by the Council for Board Diversity • Maintained a signatory to the Tripartite Alliance of Fair and Progressive Employment Practices (TAFEP) • No incidents of breach of any labour laws
Supporting Our Community 	<ul style="list-style-type: none"> • Continuous improvements in mobility and accessibility for the communities 	<ul style="list-style-type: none"> • 100% of buses are wheelchair accessible in Singapore • Over 90% of buses are wheelchair accessible in the UK • Over 57% of buses are wheelchair accessible in Australia • In 2020, the Mean Kilometres Between Failure (MKBF) of our North East Line and Downtown Line were 2.04 million train-km and 2.09 million train-km respectively, exceeding the 1 Million Mean Kilometres Between Failure (MKBF) target.

* Workplace Injury Rate (WIR) for Singapore and UK/Ireland falls below the Workplace Safety and Health Report 2019 national statistics published by Ministry of Manpower. The 2019 national statistics for workplace injury rate for Logistics & Transport industry is 821.2 per 100,000 employed persons. Australia's benefit systems and "no-fault" system of workers' compensation for work-related injuries indirectly led to relatively high number of workplace injury reports and long medical leaves.

**OUR APPROACH TO
SUSTAINABILITY**

SUSTAINABILITY PILLAR	TARGETS	2020 ACHIEVEMENTS
ENGRAINING A CULTURE OF INNOVATION AND STRONG GOVERNANCE		
<p>Governance</p> 	<ul style="list-style-type: none"> • Zero cases of corruption and fraud • Zero major cybersecurity breaches 	<ul style="list-style-type: none"> • No incidents of corruption and fraud reported in 2020 • Extended a Group-level governance structure for personal data protection to Australia, UK and China • Developed a Group-level Enterprise Risk Management (ERM) structure • No major cybersecurity breach • Implementation of the mandatory Cyber Security Awareness Training • Quarterly review of Key Risk Indicators (KRIs)
<p>Innovation</p> 	<ul style="list-style-type: none"> • Invest in new technologies to benefit the industry and communities • Drive innovation and change initiatives • Embed principles and mind-set of transformation office among Stakeholders 	<ul style="list-style-type: none"> • CDG Global Digital Challenge Demo Day was held in June 2020 and Business Units had the chance to showcase their digital ideas • Company-Led Training (CLT) Programme for up to 80 mid-career staff In October 2020

MATERIALITY

The materiality process guides ComfortDelGro in focussing on the most important issues for long-term value creation. This report details topics which have been deemed as material to ComfortDelGro’s businesses and key Stakeholders, based on the economic, environmental and social impact caused by our business activities.

We started our sustainability reporting journey in 2015 with an in-depth materiality assessment. The assessment was based on international best practice, integrating the principles of Stakeholder Inclusivity and Sustainability Context. This would enable us to focus on matters that impact business growth and are of importance to our Stakeholders, in the wider context of sustainability.



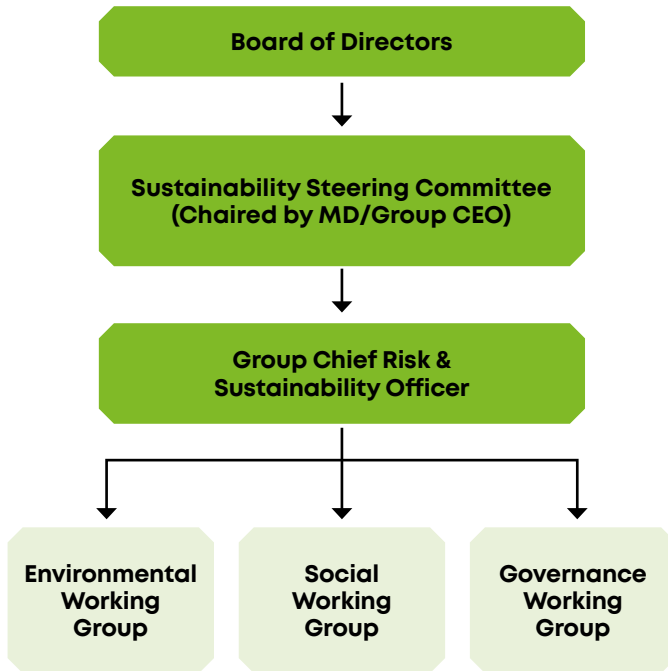
LEVEL	COMFORTDELGRO’S MATERIAL ISSUES
High	Anti-Corruption (I&E) Economic Performance (I&E) Energy Efficiency, Air Emissions (I&E) Health & Safety (I&E) Labour-Management Relations, Employee Engagement (I) Non-Discrimination (I&E) Public Policy and Regulatory Framework (I&E)
Medium	Accessibility (E) Diversity (I&E) Employee Training (I) Local Communities (E) Waste Management (I&E) Water Consumption (I&E)

Topic boundaries, in terms of whether impacts are relevant to internal or external Stakeholders, were considered during the materiality assessment. (I = Relevant to internal Stakeholders, E = Relevant to external Stakeholders)

**OUR APPROACH TO
SUSTAINABILITY**

SUSTAINABILITY AND RISK GOVERNANCE

A robust governance framework is critical for effective management of economic, environmental and social risks, and opportunities, and also the long-term success of the organisation.



SUSTAINABILITY GOVERNANCE STRUCTURE

Led by our Chairman Mr Lim Jit Poh, the Board of Directors champions and provides oversight on ComfortDelGro's sustainability effort. ESG matters are deliberated by the Board of Directors every half-yearly at the tabling of the six-monthly progress report.

The Sustainability Steering Committee, chaired by our MD/Group CEO Mr Yang Ban Seng, and comprising key members of the Senior Management, reviews ComfortDelGro's sustainability performance and reports performance against targets to the Board. The Steering Committee plays a key role in driving the Group's sustainability ambitions, spearheaded by our Group Chief Risk & Sustainability Officer Mr Jackson Chia, who is assisted by the ESG Working Groups. Each working group convenes bi-monthly to review the progress and discuss how the Group and its Business Units can better implement initiatives and contribute to the ESG efforts.

CORPORATE GOVERNANCE AND RISK

As part of our wider governance framework, we aligned our governance policies and practices with the principles and guidelines set out in the Code of Corporate Governance issued by the Monetary Authority of Singapore on 6 August 2018.

We also have in place a robust Enterprise Risk Management Risk Framework which enables our Group and Business Units to understand the nature and complexity of the risks involved in the operations and provides a systematic process to identify and review the risks and prioritise resources to manage them.

In 2020, we appointed Ms Siew Yim Cheng as our new Group Chief Digital Officer, to better position ComfortDelGro to tackle challenges of the digital economy. This new key position will oversee all future ventures in the technology-related arena. It will support our efforts in advancing Green and smart mobility.

In addition, ESG risks and digitalisation are global megatrends that will impact every facet of our business in the coming years. With the pace of change accelerated by the pandemic, such disruptions are

also opportunities for the group to reinvent and transform into a sustainable enterprise.

We continue to adopt the precautionary principle in our risk-based approach. We are a signatory of the UN Global Compact and are committed to the 10 principles on Human Rights, Labour, Environment and Anti-corruption. More information on our corporate governance and risk management can be found on pages 118 to 137 and 142 to 148 in the ComfortDelGro Annual Report 2020.



ComfortDelGro and Its Listed Companies Ranked Top 20 in Governance & Transparency Index

We are proud to share that in 2020, all three entities of the ComfortDeGro Group – ComfortDelGro, VICOM and SBS Transit – have been ranked amongst the Top 20 in the Singapore Governance and Transparency Index (SGTI).

ComfortDelGro climbed one spot from the 14th to the 13th spot, VICOM from 17th to 16th, and SBS Transit leapt from the 40th spot to 17th this year.



“This is a very significant milestone and one which we, as a Group, are very proud of. Corporate governance and transparency form the basis of a lot of things that we do. They are not just textbook concepts you read about. At the Board level, we have committed to renewal and diversification. In fact, the current makeup of our Boards and Board Committees reflects our commitment to all aspects of governance and transparency.”




Mr Lim Jit Poh, Chairman of ComfortDelGro

**OUR APPROACH TO
SUSTAINABILITY**

OUR STAKEHOLDERS

ComfortDelGro’s approach to sustainability is firmly supported by our commitment to create long-term sustainable value for our Stakeholders, who are identified through our Risk Management process. Key Stakeholders, such as our Customers, Shareholders, Employees, Partners and Regulators, are groups that can significantly impact or be impacted by our operations. ComfortDelGro utilises various channels to regularly and actively engage our key Stakeholders. Sustainability topics have been discussed more frequently with increased awareness among our Stakeholders.

STAKEHOLDER	FORMS OF ENGAGEMENT	ISSUES RAISED	HOW WE RESPOND
<p>Customers</p> 	<ul style="list-style-type: none"> • We conduct outreach programmes where new and existing customers are invited to visit our operations. • Information counters and hotlines allow customers to reach us as and when there are queries and concerns. • Monthly Meet-the-Managers sessions to engage customers in-person. • Collection of customer feedback via questionnaires, online feedback forms and our service hotlines. • Obtain feedback from the Public Transport Customer Satisfaction Survey, conducted by the Public Transport Council. 	<ul style="list-style-type: none"> • Safety, accessibility and the overall service experience 	<ul style="list-style-type: none"> • Adhering to robust safety standards and stringent checks across all operations. • Conducting up-to-date training to all drivers to ensure the highest standards of safety. • In 2020, we implemented safe management and hygiene measures to keep our customers safe during their commute. <p>For more details on our safety efforts, please see pages 45-55.</p>
<p>Shareholders</p> 	<ul style="list-style-type: none"> • In 2020, the Investor Relations team met 260 groups of fund managers, analysts and equity sales personnel. The team also addressed queries from investors through emails, telephone calls and the online enquiry form. • Besides face-to-face office meetings and conference calls, we also participated in six virtual investors conferences and non-deal road-shows. • We also organised face-to-face briefings for the media and sell-side analysts for the full-year results and conducted dial-in conference calls with sell-side analysts for the other quarterly announcements. 	<ul style="list-style-type: none"> • Provision of timely and accurate updates • Active and adequate risk management 	<ul style="list-style-type: none"> • We are committed to disseminating accurate and pertinent information to the market in a timely manner as part of good corporate governance. • We participate in ESG ratings, such as S&P, Sustainalytics, MSCI and CDP, to disclose our ESG performance and efforts to our shareholders.

STAKEHOLDER	FORMS OF ENGAGEMENT	ISSUES RAISED	HOW WE RESPOND
<p>Employees</p> 	<ul style="list-style-type: none"> Quarterly newsletters are disseminated to provide latest updates. Weekly dialogue sessions are conducted to better understand employee needs and concerns. 	<ul style="list-style-type: none"> Training and skills development Remuneration Health and well-being at work during the pandemic 	<ul style="list-style-type: none"> Regular seminars and training courses ensure employees' skills remain future-ready. We supported our employees in 2020 through various initiatives, such as conducting digital-readiness training sessions and provision of accommodation. More details are in later sections of the report. Team bonding, well-being and community giving events.
<p>Regulators</p> 	<ul style="list-style-type: none"> Regular dialogue sessions with the various Regulators including the Land Transport Authority, the SGX, the National Environment Agency and the Ministry of Manpower. 	<ul style="list-style-type: none"> Upcoming trends and technologies Safety Competition Environmental issues Accessibility issues 	<ul style="list-style-type: none"> Where Regulators seek consultation in reviewing existing and emerging policies, we are responsive and strive to provide constructive feedback. We solicit honest feedback on service quality, operational reliability and safety.
<p>Partners & Suppliers</p> 	<ul style="list-style-type: none"> We work closely with our Partners and Suppliers to ensure the smooth delivery of our services and to achieve our sustainability goals. Our procurement policy includes a supplier assessment to ensure there is no adverse impact on society and the environment. We actively communicate our expectations on ESG matters. 	<ul style="list-style-type: none"> Fair opportunity Collaborative relationship Timely and fair payment 	<ul style="list-style-type: none"> We manage our Suppliers carefully to ensure fair opportunity and responsible practices, as well as strict adherence to our Supplier Ethics Policy. We introduced ComPASS, a new procurement software, which has helped us work more closely with suppliers to improve processes and ensure compliance on ESG matters. <p>For more details on how we manage our supply chain, please see pages 28-29.</p>

**OUR APPROACH TO
SUSTAINABILITY**

MANAGING OUR SUPPLY CHAIN

We work closely with our suppliers to maintain high standards of operation. We uphold fairness and respect in our relationships with our suppliers, pay our bills on time, and are transparent in all contracts and negotiations.



**Working with our suppliers to
tide through COVID-19**

During the COVID-19 pandemic, the ComfortDelGro Group played an essential role to direct the flow of Personal Protective Equipment (PPE) (items such as surgical masks/ gloves /gowns/hand sanitisers/disinfectant

wipes) across its global network of business units.

China is the first country to be hard hit by the pandemic in February 2020, which was coincidentally the Chinese New Year period. Holiday closure of factories, coupled with lockdowns across the country caused a dire shortage of PPEs. Our public transport businesses in China needed essential PPEs urgently to protect our public-facing staff. ComfortDelGro worked swiftly to consolidate and airfreight masks, surgical gloves and thermometers to China.

During the onset of the pandemic, ComfortDelGro sourced for PPE items from all parts of the world, as the world's factory – China was halting exports. We had our supply chains stretching to countries such as Saudi Arabia, India and Bangladesh. Thankfully, we also received precious supplies from our Australian office.

In the latter half of 2020, the pandemic shifted to the rest of the world, and our Malaysian, the UK and Australian offices were not spared. Fortunately, major PPE producing countries such as China, Thailand and Vietnam began to resume the export of PPEs. As such, ComfortDelGro Singapore was able to procure and airfreight them to our overseas counterparts.

This pandemic not only tested the resiliency of our supply chains; it also deepened the bonds between our global offices. As the Chinese saying goes, “患难见真情 - A friend in need is a friend indeed”, we are heartened to have global counterparts to rely on in times of need. Everyone was ready to “雪中送炭 - offer help to each other in times of need”.

PURCHASES FROM OUR SUPPLIERS

The bulk of our purchases consists of energy and direct material & services for the operation and maintenance of our fleets. In 2020, we purchased over 500 hybrid taxis and fully-electric taxis. About 90% of our spend is with 47 suppliers, of which approximately 51% of them have worked with us for more than five years. We have long-term contracts of three years or more with 235 suppliers. About 74% of the contracts by value were established through competitive sourcing exercises, including 53% through public tenders. The rest of the contracts were established with suppliers who are sole source, or incumbents with whom we leveraged existing contract volumes.

SUPPLIER SELECTION

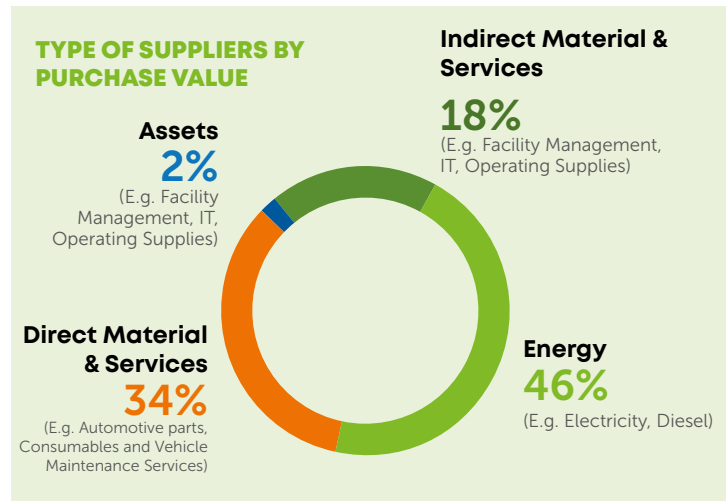
We select our suppliers using a multi-criteria weighted matrix, with each criterion assigned a weightage according to its relative importance. Criteria used include the supplier’s technical capabilities, service quality, supply assurance, environmental responsibility, safety records, financial stability and cost competitiveness. Suppliers are also made aware of our Supplier Ethics Policy in every tender document, which outlines our expectations on fair practice, ethical conduct, social and environmental responsibility. We refrain from working with suppliers if they cannot comply with our Policy, and have implemented measures to mitigate supply chain risks in the areas of Fraud and Corruption, Supply, Legal, Price, Environmental, and Health & Safety. Read more about our Supplier Ethics Policy in Annex A.

SUPPLIER PERFORMANCE MANAGEMENT

We conduct Supplier Performance Management exercises regularly to assess our suppliers’ performance against market norms and the expectations agreed upon in our contracts. Key suppliers are appraised on their cost management, safety and service standards. These contribute to our risk mitigation efforts, allowing us to accurately uncover the root causes of potential problems and resolve them as quickly as possible. Moving forward, we plan to further integrate ESG criteria into the supplier performance scoring system.

As part of our digitalisation efforts, our new procurement software, ComPASS (ComfortDelGro Procurement, Analytics, Sourcing and Supplier) was introduced in 2020. As at January 2021, ComPASS is actively used by over 93% of Business Units in Singapore. The electronic spend management system will drive end-to-end procurement processes, which cover supplier onboarding, sourcing, contract management, procure-to-pay and spend analysis functions. ComPASS will enable a more robust supplier governance, and will help us work more closely with suppliers to improve processes and ensure compliance with environmental and safety regulations.

To-date, over 10,000 orders and over 8,000 invoices have been processed electronically, reducing paper wastages and saving a total of 1,113kgCO₂e.



SUPPORTING A RESILIENT ECONOMY

ComfortDelGro is guided by the principle of creating long-term economic growth without negatively impacting environmental, social and safety aspects of the community and our people. We identify new opportunities in areas such as artificial intelligence (AI) and autonomous driving to transform our mobility system. In 2020, the ComfortDelGro Group continued to invest in selective advanced technologies to further strengthen its business operations.

WHY THIS ISSUE IS MATERIAL

ComfortDelGro as one of the largest land transport companies in the world with a global workforce, a global shareholder base and a global outlook, has significant economic impacts throughout the societies in which we operate across our entire value chain. We look beyond short-term profits and are focussed on generating positive change and value to the economy and our Stakeholders for the long-term.

HOW WE MANAGE THIS ISSUE

We believe that good corporate governance policies and sound risk management are key drivers to the Group's long-term economic growth. We are also increasingly integrating Environmental, Social and Governance (ESG) matters in our business decisions, and approaching business risks and opportunities more innovatively.

GROUP PERFORMANCE SUMMARY

2020 was a challenging year for many. ComfortDelGro had demonstrated grit in these difficult times with support from our staff and business partners. The Government has also extended reliefs and assistance since the start of the pandemic, including the Job Support Scheme (JSS) wage subsidy of up to 30% for the transport sector and special relief fund provided to taxis and private-hire vehicles. Although business outlook had improved in the fourth quarter, the risk environment continued to be fraught with uncertainties. In these uncertain times, the ComfortDelGro's revenue was down 17.2% to S\$3.2 billion, registering a Profit Attributable to Shareholders of S\$61.8 million and Earnings before interest, tax, depreciation and amortisation (EBITDA) of S\$599.2 million. Lower contributions from its Singapore business, and the waiver of taxi rental pulled the Group's 2020 net earnings 76.7% lower to S\$61.8 million. Profitability, however, remains sound, with EBITDA contributing to 18.6% of the Group's Revenue.

The public transport business segment was badly affected by the pandemic, recording a 10.8% decrease in full revenue in 2020. Taxi business recorded a loss of S\$64.4 million due to the impact from COVID-19 and reduction in its operating fleet.

KEY FINANCIAL HIGHLIGHTS

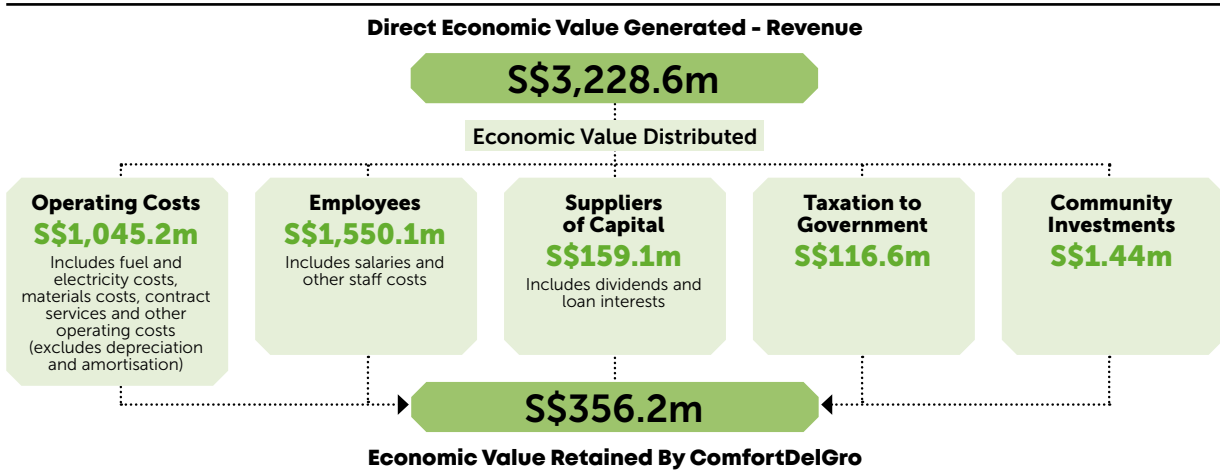
YEAR	2018	2019	2020
Revenue* (S\$'m)	3,796.4	3,901.1	3228.6
Operating Profit (S\$'m)	438.8	415.8	123.1
Profit Attributable to Shareholders (S\$'m)	303.3	265.1	61.8
EBITA**	823.2	864.2	599.2
Earnings per share (cents)	14.01	12.24	2.85

* Certain comparative figures have been reclassified to conform to current year's presentation.

** Group operating profit before depreciation and amortisation, net loss/(gain) on disposal of vehicles, premises and equipment and provision for impairment on vehicles and goodwill.

We distributed around 89% of economic value generated to our suppliers, employees, governments and the community. Economic value retained in 2020 was S\$356.2 million.

ECONOMIC VALUE RETAINED:



The detailed breakdown of the Group's 2020 financial results, financial highlights and value-added statement can be found in the ComfortDelGro Annual Report 2020, Group Financial Highlights, pages 21-23



ComfortDelGro Taxi Provides Taxi Rental Waiver Amounting Close to S\$120 million

Since the outbreak of COVID-19, ComfortDelGro Taxi has been extending relief package including rental rebates and full rental waivers amounting close to S\$120 million. The first of the relief package was in the form of daily rental relief, that was announced in March, aimed at helping cabbies tide through what was expected to be a relatively short crisis. As the pandemic continued to last, our cabbies were hard-hit and found it difficult to make ends meet. Hence, we took steps to further support our cabbies and provide rental waivers, which were extended twice.

The Company also waived the call levy imposed on booking jobs and the taxi rentals of cabbies who were placed on medical leave, stay home notice or under quarantine by the Ministry of Health and extended assistance where needed, including financial aid from its Cabby Hardship Fund. To-date, nearly S\$1 million has been given out to assist them.

“ Times like these, we have to band together and face the challenges together. ”

ComfortDelGro Taxi CEO Ang Wei Neng

ENABLING AN ENERGY EFFICIENT TRANSPORT SYSTEM



The ComfortDelGro Group of Companies remains committed to environmental sustainability despite the challenges of 2020. We seek to minimise the impact of our operations on the environment by ensuring continuous improvement in environmental performance.

CLIMATE ACTION

There are important lessons to learn from the COVID-19 crisis in how we should act and adapt in the age of climate crisis. Similar to how the pandemic forced business transformation, climate change will accelerate business models that can reduce emissions drastically and urgently. Our greenhouse gas (GHG) emissions reduction targets will drive the greening of our fleet, improvements in energy efficiency and the use of renewables.

Progress against targets:

BY 2023	BY 2030	2020 PERFORMANCE
Reduce GHG emissions intensity by 20% from 2015 levels	<ul style="list-style-type: none"> Reduce GHG emissions intensity by 50% from 2015 levels 	<ul style="list-style-type: none"> GHG emissions intensity reduced by 8.1% from 2015 level
50% of all office buildings in Singapore to be green building certified	<ul style="list-style-type: none"> 100% of all office buildings in Singapore to be green building certified 	<ul style="list-style-type: none"> 44% of our office buildings in Singapore are Green Mark / Eco Office certified
Increase solar PV output to 4MWP	<ul style="list-style-type: none"> Increase solar PV output to 8 MWP 	<ul style="list-style-type: none"> Solar PV output stands at 1.85 MWP

ENERGY EFFICIENCY

WHY THIS ISSUE IS MATERIAL

Despite the unprecedented fall in transport and movement in 2020, it remains to be seen how this will impact transport behaviour going forward and hence the emissions arising from it. As of 2019, the transport sector is the fastest-growing contributor to climate emissions, accounting for nearly one-third of the world's energy demand and more than 20% of its carbon emissions globally.

Operating in seven countries with fleets of buses, taxis and rail, we recognise our influence and ability to make a difference in transport emissions. By maximising fuel efficiency and investing in innovative solutions, ComfortDelGro is able to reduce GHG emissions, provide cleaner transportation and therefore mitigate climate change. The efficiency of our fleet allows us to move people longer, further, and faster with less resources.

HOW WE MANAGE THIS ISSUE

One of the key thrusts of our strategy to improve efficiency and reduce emissions is to green our fleet. Since the early days, ComfortDelGro has been among the first adopters of policies and innovation in deploying suitable vehicles for service to improve energy efficiency. We have started phasing out our diesel fleet globally and converted our fleets to hybrid or electric vehicles (EVs).

For our existing diesel fleet, we ensure that they meet the latest standards (Euro 5 or higher), which produces lower levels of harmful exhaust emissions such as nitrogen oxide, carbon monoxide, hydrocarbons and particulate matter. By reducing these pollutants, we can also improve fuel economy and reduce carbon emissions.

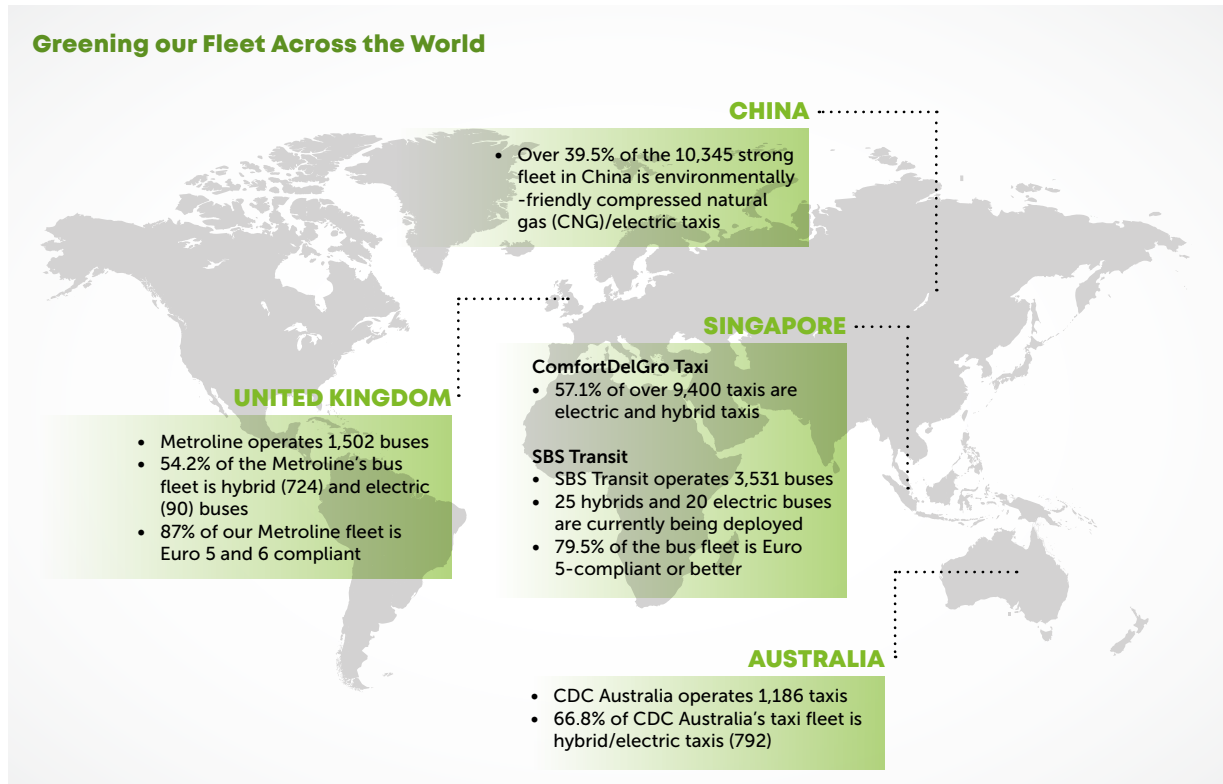
We also work hand in hand with our vehicle manufacturers and fuel suppliers, providing them with valuable feedback about the engineering performance of prototype vehicles and fuel technologies.

ENABLING AN ENERGY EFFICIENT TRANSPORT SYSTEM

ComfortDelGro commits to a long-term approach in transforming and innovating our operations for a more sustainable future. This year, due to the restrictions brought about by the pandemic, some of our plans to improve energy efficiency

had to be put on hold. Notwithstanding, we remain optimistic and confident that we are able to pick up where we left off in addressing climate change, and joining the world to build back better.

TOWARDS A GREENER FLEET

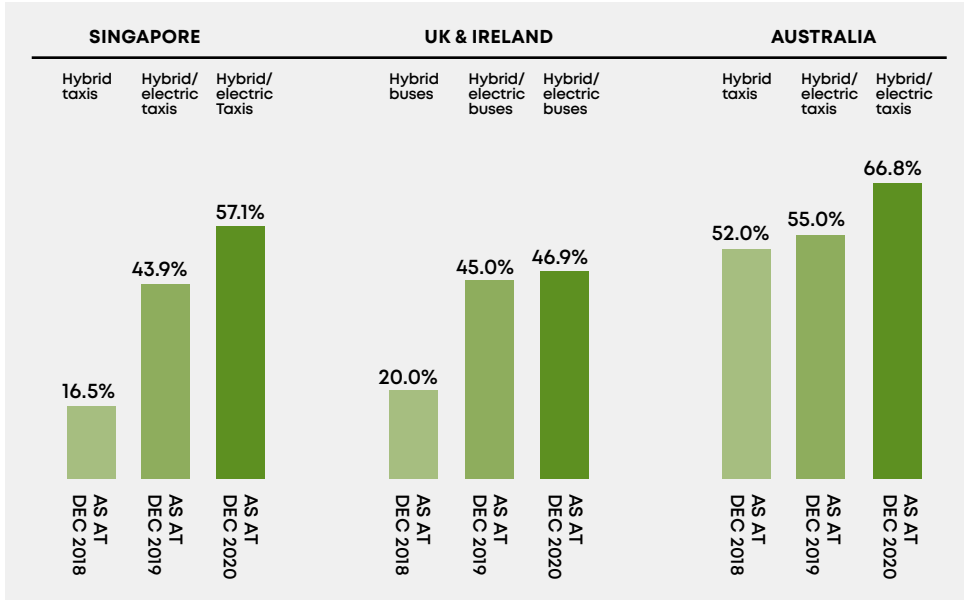


The transport industry is fast trending towards cleaner, less polluting vehicles. In Singapore, we expect to phase out diesel in our taxi operations by 2023. With 5,389 hybrid vehicles and four EVs, 57.1% of our

taxi fleet in Singapore is now hybrid or electric. We aim to continue increasing the share of hybrid and electric vehicles in our fleet progress towards our goal.

GROUP PERFORMANCE SUMMARY

Proportion of hybrid taxis/buses across geographies



We have also been working to increase the number of green buses on the roads. SBS Transit, our listed subsidiary and a major public bus operator in Singapore, has 3,531 buses in its fleet as of end-2020. SBS Transit, together with the Land Transport Authority (LTA), newly introduced 20 electric buses on trial in 2020. As at the end-2020, SBS Transit operates 25 Volvo diesel hybrid buses (DHBs) which were previously procured by the Land Transport Authority (LTA). These DHBs have low emission levels and have also reduced operations and maintenance costs. As at end-2020, 80% of its fleet are Euro 5-compliant or better.

We continue to support EVs with our Direct Current (DC) fast charging station, operated by ComfortDelGro Engineering. Since 2019, ComfortDelGro Taxi has been expanding trials for EV taxis with Hyundai long-range Kona taxis. To support this, the DC fast charging station in Braddell was made available 24 hours a day to cabbies trialling the new taxis. The Hyundai Kona electric taxi has twice the power of the battery power of the fully-electric Hyundai Ioniq, which is part of the Group's ongoing trial. With DC charging, the Hyundai Kona electric taxi charges up in just over an hour and can travel up to 350km when fully

charged. It is also equipped with active safety driving assistance technologies such as Blind Spot Warning and Rear Cross Traffic Collision Warning, as well as a regenerative braking system. We are encouraged by the outcome of the trials and will progressively refresh our fleet with EV taxis.

In Australia, we built on our successes in 2019 by introducing more hybrid buses in Melbourne. In 2018, the Group's Australian subsidiary secured an A\$25 million (S\$23.1 million) green loan from OCBC Bank to finance its hybrid bus fleet in Victoria. The loan was structured according to the green loan principles issued in 2018 by the Loan Market Association and Asia Pacific Loan Market Association. We have since taken delivery of 40 out of the 50 planned hybrid buses in 2020. We expect the last batch of buses to be delivered in mid-2022.

In the United Kingdom (UK), Metroline is keeping in line with its philosophy to maintain a young and environmentally friendly fleet. Hybrid and electric buses make up 54% of Metroline's 1,502 fleet of buses. In 2020, Metroline introduced an additional three Optare Metrodecker electric buses. In ensuring that diesel buses in the fleet are as efficient as possible, Metroline

ENABLING AN ENERGY EFFICIENT TRANSPORT SYSTEM

sold over 160 older buses which are either Euro 3 or Euro 5 emissions. As part of our efforts to ensure that our entire Metroline bus fleet is Euro 6 emissions standard compliant, a further 71 vehicles were converted to be Euro 6-compliant in 2020. With that, 87% of our Metroline fleet is Euro 5 and 6 compliant.

EFFICIENCY ACROSS OUR OPERATIONS

Beyond increasing the share of greener vehicles in our fleet, we also constantly find improved ways to manage our energy in other aspects of our operations. As the bulk of our electricity consumption comes from our train operations, depots and workshops, we focussed on implementing various improvements and technologies in these areas.

Energy-efficient designs in our stations include:

- energy-saving escalators that reduce speed when they are not in use
- energy-efficient LEDs and fluorescent lighting
- carbon dioxide sensors in AC system to regulate outdoor air supply to reduce energy consumption while ensuring good indoor air quality
- natural lighting at entrances
- regenerative brakes that reduce wear and tear on mechanical brakes and store kinetic energy, saving SBS Transit enough energy to power an equivalent of 370 Housing & Development Board (HDB) five-room flats a year

Changes in driving behaviour can also improve fuel efficiency, which not only reduces pollution but is also cost saving. We regularly train our drivers to adopt driving patterns that can reduce the average fuel consumption by as much as 15% a year, which in turn cuts carbon dioxide emissions by more than half a tonne. These include proper acceleration and braking techniques, as well as other less pollutive driving habits such as switching the engine off when stationary, filling up to three-quarter of the fuel tank and decluttering the vehicle to lighten the load.

Since 2019, we expanded our driver training from the UK and Australia to also cover Singapore. As such, SBS Transit's bus captains have now received annual training on how to drive efficiently.

ASSESSING LOW-CARBON TRANSITION INITIATIVE (ACT)

In 2020, the Group Sustainability Office participated in the Assessing Low-Carbon Transition (ACT) for Transportation study initiated by the Carbon Disclosure Project (CDP), a leading global disclosure provider of ESG ratings to investors. The study helped CDP develop a methodology that will recognise companies in the transportation sector that have set ambitious climate commitments and have taken steps to transit to a low-carbon economy. We are pleased that the preliminary findings from the study concluded that ComfortDelGro is on the right path to transit to a low-carbon fleet.

GROUP PERFORMANCE SUMMARY

FUEL CONSUMPTION (LITRES)	2018	2019	2020
Diesel			
ComfortDelGro	350,149,279	331,207,249	252,762,484
SBS Transit	147,958,599	152,176,790	139,146,555
VICOM	133,077	118,435	100,283
Petrol			
ComfortDelGro	9,178,890	20,569,869	27,481,512
SBS Transit	15,643	3,145	3,010
VICOM	0	0	6,116

While most of our energy and emissions arise from our transport-related operations, we also actively manage energy efficiency of our buildings and offices.

ELECTRICITY CONSUMPTION (KWH)	2018	2019	2020
ComfortDelGro	481,170,994	490,098,944	444,928,154
SBS Transit	447,333,433	452,960,274	406,695,205
VICOM	5,091,584	5,339,581	7,762,712

GHG EMISSION INTENSITY BY ENTITY (TONNES CO2E/\$\$M REVENUE)	2018	2019	2020
ComfortDelGro	319	303	294
SBS Transit	422	413	437
VICOM	25	25	40

**ENABLING AN ENERGY EFFICIENT
TRANSPORT SYSTEM**

In Singapore, we continuously renovate our facilities and buildings to improve their energy efficiency based on the Building Construction Authority’s (BCA) Green Mark guidelines. Our Singapore Head Office was retrofitted in 2019 with a more energy efficient air-conditioning system, which saved up to 20% of electricity annually. We have also fitted LED lightings for 90% of our Head Office. About 50% of our buildings in Singapore will be Green Mark/ Eco Office certified by 2023, and 100% by 2030.

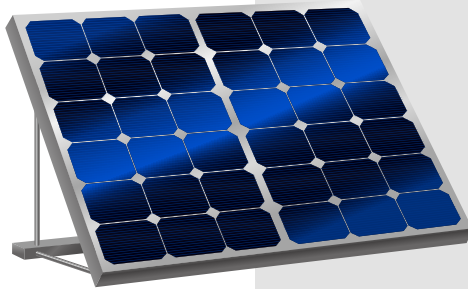
We have also developed an Energy Policy and Management Plan and a Green User Building Guide for our Business Units to better manage the energy consumption of their buildings and facilities.

HARNESSING RENEWABLE ENERGY

We are implementing solar solutions for our facilities while exploring clean energy transport and infrastructure solutions. In Singapore, we harness solar energy at our premises wherever feasible.

**In 2020, our Ulu Pandan Depot was awarded
Green Mark Platinum (Super Low Energy)**

Solar Power Generation



**ULU PANDAN
BUS DEPOT**

0.7 MW_p

Of which 70% is consumed by the depot and excess 30% sold back to power grid, translating to 30% net savings of electricity cost

**GALI BATU
DEPOT**

1 MW_p

Of which 100% is used to offset power consumption of the depot

**YIO CHU KANG
INTERCHANGE**

0.15 MW_p

All solar power generated in our operations is enough to power

496 HDB four-room flats/year

We will continue to implement grid-connected solar PV solutions for our facilities, including additional panels at the SBS Transit DTL depots, VICOM and some of our engineering workshops.

ELECTRICITY GENERATED BY SOLAR ENERGY FROM GRID-CONNECTED SOLAR PV ROOF (MWH)	AS AT DEC 2018	AS AT DEC 2019	AS AT DEC 2020
Singapore	1,990	2,026	2,026

RESPONSIBLE CONSUMPTION

Responsible consumption is crucial in a resource limited world. Across ComfortDelGro's operations, we actively manage our waste and water impacts to ensure that we minimise excessive resource use and waste creation. Beyond impacts from our direct operations, we also leverage on our global presence to contribute actively to programs and initiatives that support responsible consumption.

Progress against targets:

BY 2023	BY 2030	2020 PERFORMANCE
All Singapore Business Unit Offices to be Eco Office Plus Certified	Promote green corporate culture across all Business Units in all countries	<ul style="list-style-type: none"> In 2020, we achieve an additional eleven Eco Office Plus awards across our SBS Transit premises

GROUP PERFORMANCE SUMMARY	
Eco-Office Professional	Setsco Services, VICOM
Eco-Office Champion	ComfortDelGro Engineering
Eco-Office Elite	SBS Transit
Eco-Office	ComfortDelGro Headquarters

PROMOTING A CULTURE OF SUSTAINABILITY

We believe that promoting an environmentally responsible culture among our staff is instrumental to influencing environmental thinking and behaviour. We communicate ComfortDelGro's sustainability strategy, targets and initiatives to all new employees as part of their new hire orientation, ensuring that all employees who join the Group are aware of the centrality of sustainability to our operations.

To demonstrate our commitment, we have been participating in the Singapore Environmental Council's Project: Eco-Office since 2009 to cut down on the day-to-day usage of electricity, water and paper.

Additionally, ComfortDelGro Engineering sent members of its Eco Committee for the Eco Ambassador Training to equip staff with the ability to raise awareness and cultivate environmentally friendly habits in the workplace.

Externally, we actively participate in local and international initiatives to support environmental causes and build a resilient culture in the face of climate change. In Singapore, as a campaign partner of the National Environment Agency's (NEA) 'Say YES to Waste Less' campaign, we no longer provide drinking straws for drinks sold at all National Transport Workers' Union canteens within our premises, unless requested.



ComfortDelGro Engineering and SBS Transit awarded GreenDNA Certificate from the Singapore Environment Council (SEC)

ComfortDelGro Engineering and SBS Transit were among 12 Singapore companies to be awarded SEC's GreenDNA Certificate this year. The award, recognised by the United Nations Environment Programme (UNEP),

acknowledges companies that have adopted green practices in tackling climate change. In order to be awarded, companies would need to complete training programmes for their staff and implement continuous improvements to their work practices. The certificate was presented by Ms Grace Fu, Minister for Sustainability and the Environment of Singapore.



**ENABLING AN ENERGY EFFICIENT
TRANSPORT SYSTEM**

WASTE MANAGEMENT

WHY THIS ISSUE IS MATERIAL

Living on a finite planet, it is crucial that humanity manages resources in ways that generate as minimal waste as possible, in order to ensure human and environmental health and preserve precious resources.

In the countries we operate, managing resources and waste have become clear Government priorities. To tackle an increasingly urgent waste issue and prevent Singapore's only landfill from being depleted, the Singapore Government launched a Zero-Waste Masterplan in 2019. Similarly, the Australian Government updated its National Waste Policy in 2018, while in the UK, the Government overhauled its waste system with a new Resources and Waste Strategy in 2018.

ComfortDelGro recognises the importance of waste management and responsible consumption, which have various economic, social and environmental impacts in the areas we operate in. In line with various national agendas on waste, we developed waste management plans at our various locations of operation.

HOW WE MANAGE THIS ISSUE

The bulk of the Group's waste comes from day-to-day operations as well as waste from commuters, which are generally removed by authorised contractors to be incinerated or disposed of at landfills. We recycle operational waste such as batteries, engine oil, tyres, metals, drums and cartons. ComfortDelGro strives to reduce waste generated, increase reuse and recycling of materials and ensure responsible waste disposal at all our locations of operation in order to protect the local people and environment. We comply with all waste-related regulations in our locations of operation.

DECOMMISSIONED VEHICLES

Decommissioned vehicles are sent to scrap yards or contractors where valuable materials are recovered and recycled. ComfortDelGro's hazardous wastes, typically generated from the repair and maintenance of vehicles, are responsibly disposed of by specialist contractors. In line with Section 30A of Singapore's Environmental Public Health Act, the ComfortDelGro Head Office has begun reporting waste data to the National Environment Agency (NEA) in 2020, and will continue to do so going forward.



A Second Life for our Decommissioned Vehicles

BUSES

SBS Transit will be donating decommissioned buses to the Ang Mo Kio-Thye Hua Kwan Hospital and ASPN Chaoyang School, so that their patients and students can practice travelling on buses independently. However, discussions on this matter have been put on hold due to COVID-19.

Currently, we are working with Tan Tock Seng Hospital on donating a decommissioned bus for use in physiotherapy to prepare patients in performing their daily tasks.

TAXIS

From 1999 to-date, 27 Crown and Sonata taxis, at a combined value of over S\$90,000, have been decommissioned and gifted to hospitals and schools for rehabilitation and education purposes. The last Hyundai Sonata taxi was donated to Tan Tock Seng Hospital in December 2019. Future decommissioned taxis will be the Hyundai i40s.

In 2020, ComfortDelGro Taxi prepared three decommissioned taxis for Singhealth Community Group. The first decommissioned Hyundai i40s have been transferred to Sengkang General Hospital in July 2020 and the second was gifted to Outram Community Hospital in January 2021.



GROUP PERFORMANCE SUMMARY

WASTE BY COMPOSITION, IN METRIC TONS (T) IN 2020	TOTAL WASTE GENERATED	WASTE DIVERTED FROM DISPOSAL	WASTE DIRECTED TO DISPOSAL
Waste composition			
Hazardous	3,197	857	2,340
Non hazardous	2,623	1,515	1,108
E-waste	4.432	4.430	0.002
Total	5,824	2,376	3,448

To encourage employees to recycle, recycling bins for plastic, paper, and cans are placed in our offices and recycling days are organised regularly. We also participate in Singtel's electronic waste (e-waste) recycling programme, ReCYCLE. To-date, we have deployed the e-waste bins at six of our premises. We also recycle our bulky e-waste with a licensed NEA recycling contractor.

In our Singapore bus depots, our technicians use tablets instead of paper

checklists and forms when carrying out maintenance works. Using the Bus Mobile Maintenance System (BMMS), they can obtain work instructions, drawings, electrical schematics and parts information to carry out their work. They are also able to access the bus manufacturers' portal to obtain more detailed bus maintenance information from their e-manuals. The use of the BMMS not only improves efficiency and storage, but also reduces paper usage.

**ENABLING AN ENERGY EFFICIENT
TRANSPORT SYSTEM**



In 2020, Singapore’s NEA launched the “Say Yes to Waste Less” public education campaign to encourage Singapore residents to bring their own reusables and to be less dependent on single-use plastic. We collaborated with NEA on this campaign and have featured their collaterals across our bus stops in Singapore. Given the prominence and number of bus stops we operate, we managed to reach many members of the public and hopefully encourage them to adopt more sustainable life habits.

CDC Victoria has also pledged its commitment and support to the TAKE2 Community in a bid to address climate change. This pledge allows CDC Victoria to join the state’s collective climate change program to work towards two important targets by 2050 - achieving zero-net emissions and keeping the global temperature rise to under 2 °C.



GROUP PERFORMANCE SUMMARY

WASTE DIRECTED TO DISPOSAL BY DISPOSAL OPERATION, IN TONNES (T)	2018	2019	2020
Hazardous waste			
Landfilled	2,394.19	1,779.00	2,338.98
Incineration	0.24	0	0.99
Total	2,394.43	1,779.00	2,339.97
Non-Hazardous waste			
Landfilled	1110.99	882.00	455.17
Incineration	846.99	885.20	652.21
Total	1,957.98	1,767.00	1,107.38

WASTE DIVERTED FROM DISPOSAL BY RECOVERY OPTION, IN TONNES (T)	2018	2019	2020
Hazardous waste			
Recycling	1,202.40	1,592.3	782.29
Reuse	69.00	75.00	74.99
Total	1,271.40	1,667.3	857.28
Non-Hazardous waste			
Recycling	1,842.23	1,832.36	1,486.18
Reuse*	-	-	28.07
Total	1,842.23	7,045.86	1,514.88

* The non-hazardous reuse waste data is only included from year 2020 onwards.

**ENABLING AN ENERGY EFFICIENT
TRANSPORT SYSTEM**

WATER CONSUMPTION

WHY THIS ISSUE IS MATERIAL

We recognise that water scarcity around the world has been exacerbated by climate change. As such, efficient water consumption is crucial in ensuring operational efficiency and mitigating water security risks. Some of the countries that the Group operates in face water stress, and hence managing our water use efficiently is a concern for the Group and our stakeholders.

HOW WE MANAGE THIS ISSUE

The bulk of our water consumption is due to the washing of vehicles.

In 2019, the Group began to use reclaimed NEWater for non-potable water uses such as bus washing and the irrigation of rooftop garden at Ulu Pandan Bus Depot. These efforts can lead to significant potable water savings of 9,000 cubic metres a year, equivalent to 3.6 Olympic-sized swimming pools.

In our office buildings, water is mainly used in pantries and toilets. Business Units

that achieved the Eco-Office Plus awards have also educated their staff on water conservation measures. Since 2019, all of the water fittings in our Head Office were replaced to adhere to Public Utilities Board's Water Efficiency Labelling Scheme (WELS). In 2020, our Braddell premises was awarded the Water Efficient Building (WEB) Basic Certification. We intend to certify our other business units as well.

At VICOM, SETSCO's Construction Technology Division began a water recycling initiative in 2019 where recycled water is used to cure concrete cubes before they are tested for compressive strength. This initiative helps save up to 2,160 cubic metres of water a year, which is nearly the volume of an Olympic-sized swimming pool.

In 2020, our water withdrawal decreased, partially due to a reduction in business activities as a result of COVID-19. We will look into implementing more water efficiency measures to reduce our water withdrawal in future.

GROUP PERFORMANCE SUMMARY

TOTAL WATER WITHDRAWAL BY SOURCE (MEGALITRES)	2018	2019 ^r	2020
Utilities (Municipal)	2,356.95	2,275.99	1,833.04
Rainwater	66.67	0.07	1.26
Utilities (SG: NEWater)	-	30.27	41.47
Total	2,423.62	2,306.33	1,875.77

TOTAL WATER WITHDRAWAL AT WATER STRESSED AREAS BY SOURCE (MEGALITRES) ¹	2020
Utilities (Municipal)	227.17
Rainwater	0.07
Total	227.24

^r Restated figures. The water consumption figures for 2019 have been restated due to a duplication error.

¹ Water stressed business units include: East China, North China, CDC Victoria, CDC NSW, Metroline and CityFleet

ENHANCING THE SAFETY AND WELLBEING OF THE COMMUNITY AND OUR PEOPLE



2020 has shown the world, more than ever before, that the integrity of the economy rests on the resilience and wellbeing of people. Operating in seven countries with over 23,700 employees and serving millions of commuters daily, ComfortDelGro has responsibility over lives and livelihoods. Despite challenges over the year, we remain ever committed to ensuring the safety and wellbeing of those who serve us, and those we serve.

**ENHANCING THE SAFETY AND WELLBEING
OF THE COMMUNITY AND OUR PEOPLE**

SAFETY IS OUR PRIORITY

With over 40,000 vehicles plying the roads in seven countries, road safety has always been a core component of our operations. However, this year, our operations faced new challenges brought about by the COVID-19 pandemic. Despite the circumstances, a significant proportion of our staff and drivers were still working to keep people moving, and many essential workers continued to commute with us. Beyond regular safety measures, we took extra care to ensure that employees and commuters were kept safe and healthy in the new normal.

Progress against targets:

TARGET	2020 PERFORMANCE
Zero Fatalities	<ul style="list-style-type: none"> Zero road fatalities Zero workplace fatalities
Injury rates below national averages in our locations of operations	<ul style="list-style-type: none"> Kept injury rates below national averages

HEALTH & SAFETY

WHY THIS ISSUE IS MATERIAL

A good safety record is required to maintain commuter trust. It is our responsibility to ensure safe journeys for all commuters, regardless of whether they are riding with us or are fellow road users. The pandemic has enabled us to rethink how we manage health & safety. Due to our reach, it is important we remain committed to keeping our community safe and doing our part in fighting COVID-19.

HOW WE MANAGE THIS ISSUE

Our occupational health and safety (OHS) systems are established in line regulatory requirements¹ and internationally recognised standards, such as ISO 14001, ISO 45001, ISO 9001, ISO 4801 and AS/NZ4801. Our OHS management system covers all employees, as well as all vendors, contractors and operators that operate within our premises. Third parties are made aware of the prevailing safety measures prior to commencement of work, through means

such as the Contractor Induction Package in CDC Victoria.

As a transport provider, it is crucial that we adequately identify hazards and robustly assess risks to ensure the safety of our employees, workers and customers. In Singapore, we do this through internal yearly risk assessments as well as independent physical inspections and observations. In Australia, hazard and risk identification and assessments are conducted as per ISO 14001, 45001, 9001 and 4801 standards. They detail the processes and procedures for risk identification, assessment and management in the workplace. In our UK operations, risk assessments and a Safe System of Work (SSOW) are in place and are reviewed when an incident occurs to ensure all risks are documented.

We have also invested heavily in training and re-training courses, and ran safety awareness and training programmes to instil a safety and security conscious culture in employees at all levels. WSH Committee members have to attend

¹ Our safety systems comply with regulations in the jurisdictions that we operate in. They include Acts relating to workplace health and safety and passenger transport.

more training sessions to ensure that they are able to adequately and appropriately carry out their duties. Our operations staff, including SBS Transit's bus and rail engineering staff and VICOM's staff, are trained and qualified by accredited training agencies to perform their various jobs in accordance with stipulated regulations. When required, SETSCO's staff will also attend safety orientation and site familiarisation courses organised by clients in the construction, shipyard, marine and oil/petrochemical sectors.

As we have stringent and robust OHS management systems for our workplaces, we also extend similar expectations to our business partners. Due diligence is carried out across our global operations to ensure that third party business partners have the necessary licenses and documentation. For example, a Method Statement and Risk Assessment is a pre-requisite for all ComfortDelGro Taxi vendors. This is reviewed internally by our Safety Officer and requires approval prior to any commencement of work. In Australia, in addition to these processes, all vendors will have to complete and online induction program to ensure that they fully understand and comply with ComfortDelGro's OHS expectations.

WORKPLACE HEALTH & SAFETY

Our joint management-worker Workplace Safety & Health (WSH) Committees (details in Annex B) represent all our employees and workers in our countries of operation, to evaluate occupational safety programmes. A strong emphasis is placed on safety through training, education and engendering a strong safety culture. Aside from day-to-day monitoring of OHS matters, WSH Committees meet on a routine basis (i.e., monthly, quarterly, annually) to conduct evaluations and assessment of OHS management systems, and to develop appropriate solutions.

Employees are encouraged to report any work-related hazards, without fear of reprisals. ComfortDelGro has

systems in place to foster a supportive environment to reporting unsafe work circumstances. In Australia, employees can report incidents via their workplace kiosk or via the Company mobile app on personal devices. Alternatively, employees can also raise incidents or hazards to their supervisor and/or WSH committee representatives. There are whistleblowing policies in place to ensure that no adverse action is taken against these employees.

All employees have the right to remove themselves from dangerous situations or unsafe work circumstances. In Australia, national legislation stipulates workers' rights to cease or direct cessation of unsafe work, if the worker has reasonable concern that continuing work would lead to significant exposure to health and safety risks. Trained employee Health and Safety Representatives have the authority to issue stop work notices in unsafe situations. This will ensure corrective action is implemented before work recommences. In Singapore, VICOM Inspectors can report such matters to their respective Chief Inspector or the member of the WSH committee.

Across the ComfortDelGro Group, reported work-related breaches of safety are investigated and subsequent corrective actions taken to eliminate or minimise the hazard, avoiding recurrence. Investigation and analysis of OHS incidents are used to ascertain whether there are systemic issues that require additional training, change of procedures or acquisition of additional equipment that reduces the risk of injury. Where appropriate, a review is conducted to identify similar exposure in other business units, and a safety alert communicated. Incidents and investigations of breaches in workplace safety are reported to the business units' respective management.

Our business units have in place services and facilities to support occupational health. In Singapore for example, we provide annual and routine health

**ENHANCING THE SAFETY AND WELLBEING
OF THE COMMUNITY AND OUR PEOPLE**

screening and ensure the availability of first aid kits and Automated External Defibrillator (AEDs). Our safety systems and stringent checks ensure that health and safety is held to the highest standards. Safety requirements are incorporated in tender documents for relevant products and services.

In 2020, much of our focus for workplace safety has been on keeping our employees guarded against COVID-19 infections. Adhering to various government directives and internal safety guidelines, we have also put in place several safety measures and Business Community Management (BCM) policies across all our Business Units. This included telecommuting, split-team arrangements, and limitations on group sizes. Employees also undertake daily health screening including temperature checks to prevent them entering the workplace if they are unwell.

Beyond OHS, we believe in promoting the health and wellbeing of our workforce. Health-related activities during 2020 were focused heavily around COVID-19 infection prevention activities, such as hand hygiene, respiratory etiquette, donning and doffing personal protection

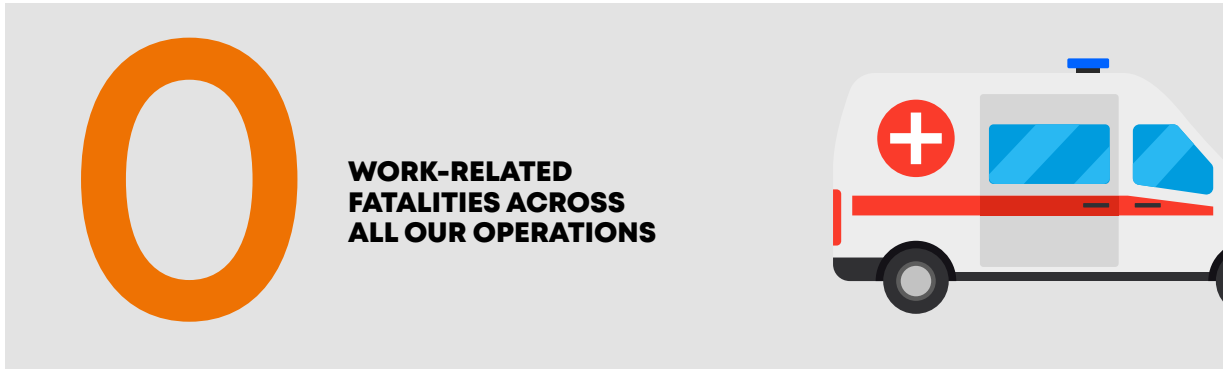
equipment (PPE), cleaning and disinfection, and waste removal. Videos and training packages were developed to support these activities. We kept up to date with the latest advisory and best practice as the situation evolved, and provided employees with regular bulletins were communicated via email. Posters and noticeboards are placed around the workplace to promote engagement and compliance to OHS requirements.

Although it is challenging to organise group activities for employees during the pandemic, ComfortDelGro continues to provide employee health benefits such as discounted gym memberships. Supporting our employees' mental health and wellness is also important to ComfortDelGro. For example, in Australia, our Business Units have an Employee Assistance Program (EAP) in place whereby staff have access to a limited number of free and confidential counselling with qualified professionals. The EAP program can be used for any work or non-work-related matters that may be impacting health and wellbeing. The program is also open to family members. Such mental health support is particularly helpful throughout the pandemic, in a time of heightened anxiety.

GROUP PERFORMANCE SUMMARY

The Group recorded zero workplace fatalities in Singapore, Australia and the UK. Workplace Injury Rate (WIR) for Singapore and UK/Ireland falls below the Workplace Safety and Health Report 2019 national statistics published by Ministry of Manpower. The 2019 national statistics for workplace injury rate for Logistics & Transport industry is 821.2 per 100,000

employed persons. Australia's benefit systems and "no-fault" system of workers' compensation for work-related injuries indirectly led to relatively high number of workplace injury reports and long medical leaves. There have been no incidents of non-compliance with regulation and voluntary codes concerning the health & safety impacts of products and services during their life cycle.



WORKPLACE INJURY RATE (WIR) PER 100,000 EMPLOYEES	2019	2020
Singapore	457.4	455.1
UK & Ireland	480.8	616.2
Australia	2,189.9	1,008.8

RECORDABLE WORK-RELATED INJURY ²	2018		2019		2020	
	Number	Rate	Number	Rate	Number	Rate
Singapore	76	1.83	73	1.75	73	2.06
UK & Ireland	52	3.25	28	2.25	35	3.03
Australia	208	42.17	83	12.88	39	12.98

2 Equivalent to Accident Frequency Rate published in previous years. Rate calculated based on 1,000,000 hours worked.

**ENHANCING THE SAFETY AND WELLBEING
OF THE COMMUNITY AND OUR PEOPLE**

ROAD & PASSENGER SAFETY

In Singapore, we have been implementing the iSafe system since 2019, which comprises the Safe Green Eco System, GoldenEye, and MobilEye. The entire SBS Transit fleet has been installed with the MobilEye, a smart camera that is able to detect, analyse and monitor road conditions while the vehicle is moving, as well as provide real-time audio-visual warning via a display unit to the driver.

Newer buses provisioned by the Land Transport Authority (LTA) have been installed with the Integrated Smart Advance Warning Unit (I-SAW-U) instead of the MobilEye. Similarly, I-SAW-U is a smart camera system that acts as an extra pair of eyes to warn Bus Captains of obstructions and subjects in their blind spots. It also alerts the Bus Captains if a pedestrian is in front of the bus, if the bus strays off lane, or if it is travelling too close to the vehicle in front.

We also made investments in artificial intelligence technology. In December 2019, we launched Singapore's first fully-predictive anti-collision buses, which come with a Driver Support System that has a built-in Collision Warning & Emergency Brake (CWEB) feature.

With the system's ability to initiate braking if the driver does not respond to the warnings in time, Volvo's CWEB feature is a welcome safety enhancement that helps bus drivers avoid critical situations and accidents. There are plans to purchase more of such buses over the next two years. ComfortDelGro Bus Drivers have undergone training on the in-built CWEB feature.

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

In 2020, SBS Transit relaunched the escalator safety campaign at MRT stations to advise elderly commuters on the safe use of escalators to reduce the incidence of falls. For bus safety, its plans to roll out a campaign was suspended due to the COVID-19 outbreak. Meanwhile, educational posters have been put up at the bus interchanges. The campaign, when launched, will include roadshows at interchanges as well as safety ambassadors on board buses and at bus stops to advise elderly commuters on safe practices, specifically holding on to support, staying on the lower deck and staying seated until the bus stops for alighting.

ROAD & PASSENGER SAFETY

GROUP PERFORMANCE SUMMARY

ROAD & PASSENGER SAFETY	2018	2019	2020
Fatalities			
SG	2	1	0
UK & Ireland	1	1	0
Australia	1	0	0
Passenger Injuries			
SG	788	724	515
UK & Ireland	1,088	239	130
Australia	294	536	49
Vehicle Collisions Rate (per million km)			
SG	0.32	0.31	0.36
UK & Ireland	31.96	48.18	35.69
Australia	30.10	31.32	25.44

We experienced a general reduction in fatalities and injuries from 2020, due to reduced business operations as a result of the pandemic. In Singapore, Australia and the UK, accidents resulting in 694 injury cases were recorded, 515 of which were from SBS Transit. This translated into 3.12 passenger injuries per one million kilometres travelled in Singapore, which was lower than 2019. No passenger fatality was reported for 2020.

In terms of vehicle collisions, we averaged 0.36 collisions for every one million kilometres with a total of 394 collisions in Singapore, out of which 220 were from

SBS Transit. The number of collisions in Singapore were much lower than 2019 but the drastic drop in kilometres travelled during the COVID-19 period contributed to the increase in the Vehicle Collisions Rate.

In the UK and Australia, there were 179 recorded injury cases in our scheduled bus business during the year, translating into 1.45 passenger injuries per one million kilometres travelled, which was lower than 2019. In terms of vehicle collisions in the UK and Australia, we averaged 32.5 collisions for every one million kilometres with a total of 4,010 collisions, which was much lower as compared to 2019.



Braving the COVID-19 with Our Employees and Cabbies

As one of the world's largest and most prominent transport provider, many of our employees and drivers were working within the community throughout the year to keep essential functions moving. We ensured that we took extra care to limit our employees' and drivers' COVID-19 exposure while at work, in order to safeguard their health and safety.

Despite our best efforts, some of our employees and cabbies contracted COVID-19. We recorded 12 tragic fatalities in our UK operations³. In Singapore, two out of eight infected cabbies have passed on.

As at 31 December 2020, there were 22 COVID-19 cases across SBS Transit, VICOM and ComfortDelGro Bus employees, 32 cases⁴ amongst our UK employees, and 13 cases⁵ amongst our Australian employees.

As for China, Vietnam and Malaysia, there were no reported infections of any staff or cabbies.

While it may be that our employees contracted the virus outside of work, it is in our interest to actively monitor and respond to incidents of COVID-19 cases amongst our employees in order to prevent the further spread of the virus.

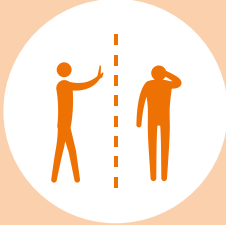
For our management and operations staff, we enacted a business continuity plan ahead of and in anticipation of major closures and lockdowns in March 2020. Across our operations, we implemented remote work and safe work management measures. Throughout the year, we adhered to the changing and most updated government workplace guidelines and restrictions.

³ Figures as at 31 December 2020.

⁴ Figures from 1 Aug 2020 to 31 December 2020. In the UK, testing capability was severely limited during the early part of the pandemic and there were no credible figures for the level of infection amongst staff.

⁵ Of the 13 cases, seven were from our bus operations and six were drivers from the Non-Emergency Patient Transport ambulance service.

**ENHANCING THE SAFETY AND WELLBEING
OF THE COMMUNITY AND OUR PEOPLE**



COVID-19 Safety Measures

In order to keep the public and our employees safe, we implemented various social distancing, sanitation and safety measures throughout 2020. Despite the fall in ridership, ComfortDelGro continued to service a significant section of society and it was vital that we do our part in curbing the spread of the virus.

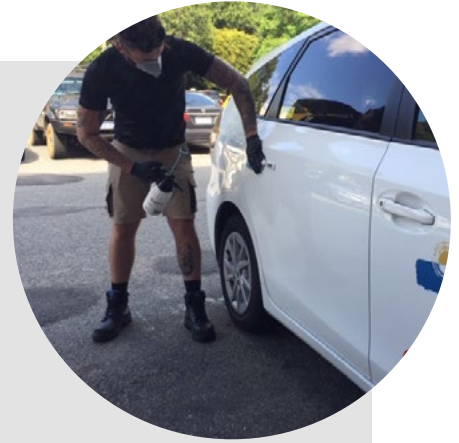
At the onset of the pandemic, we stepped up cleaning and safety measures across all ComfortDelGro vehicles and facilities.

We strengthened sanitisation measures, regularly disinfected high touchpoints and distributed cleaning kits to our drivers and employees. We also implemented measures such as temperature screening, collection of contact details to facilitate contact tracing and daily temperature checks.

We comply with all local government regulations and recommendations for safe management. For example, in Singapore, passengers have been encouraged to use the SafeEntry QR Code system to check in when they board our taxis and to check out when they disembark.

SWAN TAXIS SANITISATION STATIONS

Swan Taxis has introduced Western Australia's first sanitisation stations for taxis in Perth – in an effort to reduce the risk of contamination from COVID-19 and to ensure ongoing public confidence in the safety of taxis. The service includes a deep clean of the interiors of the taxis using the high-grade disinfectant, as well as customer touchpoints such as the door handles. We also introduced support measures to assist its drivers through the current COVID-19 events.



INSTALLING CABIN AND COACHING SHIELDS IN OUR VEHICLES

To minimise driver-passenger contact and curb the spread of COVID-19, we installed plastic shields in 400 ComfortDelGro taxis. Called V-shield, these protective shields are locally-manufactured and have been trademarked by Moove Media. Measuring 1m x 0.7m x 0.6m, the V-shield covers the driver's cabin entirely, and has two "window" openings for passengers to make payment.

Cabbies in Singapore were engaged to ferry suspected COVID-19 patients as well as incoming travellers who may be potential COVID-19 cases. These shields act as an additional layer of protection for our cabbies, providing them a peace of mind as they work.



"I'M GRATEFUL FOR THE EFFORTS THE COMPANY IS TAKING TO PROTECT US. THIS WILL GIVE PASSENGERS AND CABBIES LIKE MYSELF PEACE OF MIND."

Cabby Koh Tian Moo, 66

Similarly at ComfortDelGro Driving Centre, 163 training cars were installed with "Instructor Coaching Shields" in order to create a safe and conducive environment for both instructors and learners. Additionally, CDC driving instructors were required to wear masks, put on goggles and keep windows down during the lessons.





SINGAPORE



FERRYING SUSPECTED COVID-19 CASES TO HOSPITALS

Around 20 ComfortDelGro cabbies voluntarily participated in driving suspected COVID-19 patients. Donning personal protective equipment (PPE) from head to toe, our cabbies joined many other private-hire drivers to support the Ministry of Health (MOH) in Singapore in transporting non-emergency patients to hospitals, such as those on stay-home-notice and returnees to Singapore. Their vehicles were reserved for MOH's use and dispatched by call centre operators and were unavailable for public booking.



Photo was taken before use of masks is made mandatory.

SUPPORTING FRONTLINE WORKERS

Through the Sayang Sayang Fund (a Community Impact Fund started by the Community Foundation of Singapore) S\$110,000 worth of taxi vouchers went towards healthcare workers and vulnerable communities such as isolated seniors and low-income families impacted by the COVID-19 pandemic. On top of that, ComfortDelGro Taxi committed S\$80,000 worth of promo codes to the public healthcare sector to defray taxi fares for their healthcare workers.

As a token of appreciation to our frontline heroes, Moove Media delivered Ben & Jerry's ice cream to staff at the National University Health System (NUHS) to thank them for their courage and hard work as Singapore battles COVID-19.

MOOVE MEDIA TABLE SHIELDS

As Singapore prepared for Phase Two of reopening, Moove Media sponsored acrylic shields in Koufu's Thomson Plaza foodcourt as part of a trial. These table shields, which are easy to clean and maintain, are now part of the now normal while dining out. These shields provide an additional layer of safety and assurance to patrons, while minimising the potential spread of COVID-19.





AUSTRALIA



Australia experienced an onslaught of challenges from the bushfires at the end of 2019, and subsequently was impacted by the COVID-19 pandemic in March. In light of this, the CDC We Care Fund was transitioned to fund any assistance and recovery measures in challenging situations such as pandemic crisis or any disasters faced by our broader communities, especially in areas previously affected by the bushfires.

In the early days of the pandemic, face masks were in short supply. We utilised the CDC We Care Fund to secure and distribute face masks to communities in regional NSW and Melbourne. In total, we donated over 60,000 face masks.



CHINA

In May 2020, 429 Jilin ComfortDelGro Taxi Co. Ltd. drivers were deployed to assist the municipal government in helping medical workers conduct nucleic acid testing. The drivers were reimbursed for their time with allowance from the government and Jilin ComfortDelGro Taxi.

Chengdu Taxi volunteered to aid tourists at train stations during the peak of the COVID-19 outbreak.

NCT donated essential items to the communities surrounding the Nanning South Railway area, such as masks and disinfecting alcohol.



UNITED KINGDOM



The British Chamber of Commerce recognised NAT Group as a "UK Business Hero" for going the extra mile to support local communities and essential workers during the outbreak in Wales. NAT Group was one of the pioneers in adopting safe management measures, such as rigorous cleaning, social distancing and cashless payments. Throughout the lockdown, buses continued to provide transport to key and essential workers. NAT transported a total of 6,200 National Health Service (NHS) staff free of charge. Bus routes were modified to ensure that essential travel was uninterrupted, and a 24/7 emergency contact system was set up to ensure that they could be reached in the event of any sudden requirement.

Nina Slevin, Director of Partnerships for South and Mid Wales Chambers of Commerce, said: "We are so proud to recognise Business Heroes across Wales. Throughout the pandemic, NAT Group has illustrated the agility and flexibility of the business, reacting swiftly to passenger needs and Welsh Government requirements while ensuring that the group's environmental ethos has not been compromised."

**ENHANCING THE SAFETY AND WELLBEING
OF THE COMMUNITY AND OUR PEOPLE**

GROWING OUR PEOPLE

Our employees are at the core of our success. Without them, we would not be where we are today. We are committed to ensure our employees’ well-being and professional development, which are key to sustainable performance of the Group. This year, we had to develop new ways of engaging with our employees while supporting them in developing new capabilities and skills.

Progress against targets:

TARGET	2020 PERFORMANCE
Invest in education and training opportunities to develop our people Promote digital training across all Business Units Increase female representation in the workforce Ensure equitable remuneration structure based on work performance without gender bias Commit to key principles of fair employment practices Abide by labour laws	<ul style="list-style-type: none"> • Rolled out digital training programs to equip employees with future-ready skills • 30% females in our Boards which exceeded the 20% by 2020 target established by the Council for Board Diversity • Maintained a signatory to the Tripartite Alliance of Fair and Progressive Employment Practices (TAFEP) • No incidents of breach of any labour laws

EMPLOYEE ENGAGEMENT

WHY THIS ISSUE IS MATERIAL

Employee engagement and satisfaction have profound impacts on productivity, service quality and our long-term business performance. Consistent and meaningful two-way communication with our employees will allow alignment with our business strategy and goals, as well as create opportunities for us to be responsive to employee needs. Due to the dynamic and incredibly uncertain circumstances of 2020, it was particularly important to have regular and ongoing communication with our employees to update them with latest business operation directives or arrangements.

HOW WE MANAGE THIS ISSUE

We ensure good employee engagement through ongoing programmes, labour-management relations, and talent management.

LABOUR-MANAGEMENT RELATIONS

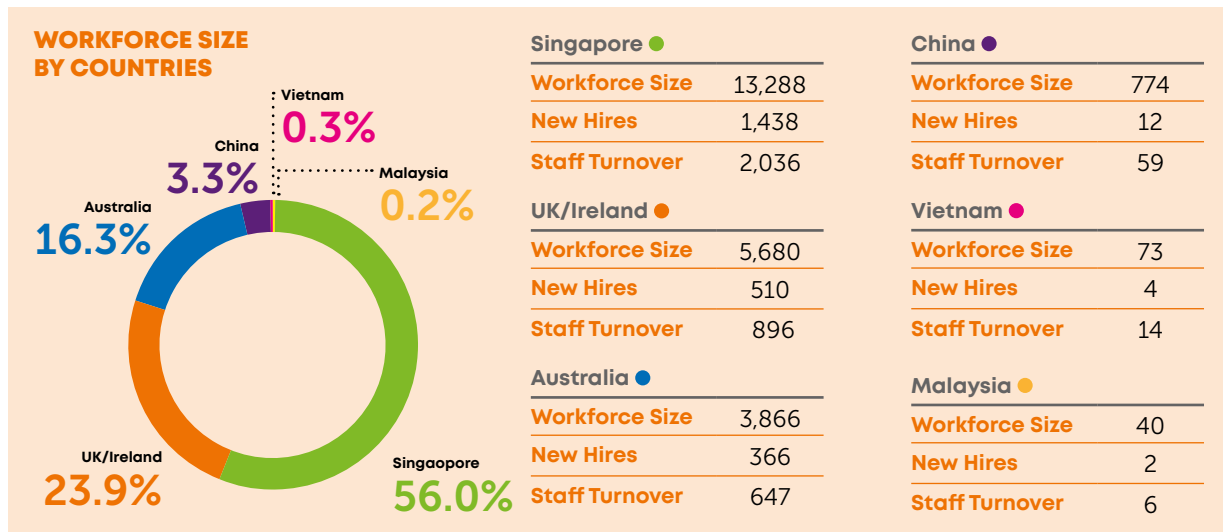
80% of all employees across our global operations are covered by Collective Agreements and labour relations play a prominent role in day-to-day operations in the organisation.

We work hard to maintain a harmonious tripartite Labour-Management relationship. Management and the Union share a relationship built on trust and respect as well as the common goal of improving employees' welfare. They work closely together and are 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 2020, our Singapore businesses renewed the Collective Agreements signed for another 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.

GROUP PERFORMANCE SUMMARY



Malaysian Bus Drivers and Employees Provided Accommodation as Borders Close

In March 2020, the Singapore-Malaysia borders closed as Malaysia implemented the Movement Control Order (MCO) in a bid to contain the COVID-19 outbreak. This resulted in Malaysian SBS Transit employees being affected, as they previously commuted across the border daily for work.

To support their livelihoods and ensure the continuity of bus services in Singapore, SBS Transit rushed to secure accommodation for over 1,518 drivers within 24 hours after the announcement, allowing our drivers to remain in Singapore as the borders close. We also provided accommodation for other Malaysian SBS Transit employees, such as those who work in depot and interchange operations, Ops Control Centre, Workshop technicians, rail staff and so on. Taking all into account, SBST secured accommodation for 1,646 Malaysian employees.

We secured several hotels and dormitories to house our employees, ensuring their safety and comfort as they made the difficult choice to remain in Singapore and away from their families.

**ENHANCING THE SAFETY AND WELLBEING
OF THE COMMUNITY AND OUR PEOPLE**

EMPLOYEE TRAINING

WHY THIS ISSUE IS MATERIAL

Prior to 2020, ComfortDelGro had already been laying the groundwork to prepare for disruptions, such as digitalisation, resource scarcity and climate change. The past year has tested our ability to be agile and provided us the opportunity to sharpen our focus and accelerate transformation. 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

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.

DIGITAL TRAINING

In 2020, we focused on upskilling our employees with various digital and technology-related capabilities. This year, a total of 140 employees from across our business units attended a Microsoft Office 360 Tutorial. During the webinar, participants were taught on several features and collaborative functions in Microsoft Outlook, One Drive, SharePoint and Forms. These tips and tricks enabled participants to work remotely more effectively. In addition, a dedicated MS SharePoint Tutorial was also conducted for over 120 employees. This tutorial provided a step-by-step demonstration on how to create a communication and its pages, upload content and publish them.

All employees also 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. Performance reviews also serve as a means for employees to better understand their strengths and key areas of improvement.

GROUP PERFORMANCE SUMMARY

Training Hours - Group Total

Employees: **18.6 hours per annum**
 Executives: **19.6 hours per annum**
 Non-Executives: **18.4 hours per annum**

Training Hours - By Employee Category and Gender

	Male	Female
Executives	22.1	12.7
Non-Executives	19.1	14.4

DIVERSITY AND NON-DISCRIMINATION

WHY THIS ISSUE IS MATERIAL

As a global company, we pride ourselves in building and enabling a more equitable world. Diversity and non-discrimination are crucial for talent attraction and retention, innovation, and developing a competitive workforce, all of which contribute to organisational excellence and long-term sustainability of the business.

HOW WE MANAGE THIS ISSUE

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.

We comply with relevant government regulations on human and labour rights. In recruitment advertisements, we do not state preferences or requirements for age, race, gender or religion. We pay special attention to the rights and needs of individuals at risk of becoming vulnerable or marginalised.

ComfortDelGro adopts a zero-tolerance approach towards discrimination of any form. Employees are recruited, remunerated, trained and promoted based on individual competence and merit. Complaints of discrimination or unfair work practices can be reported to the Management, the Union or Authorities responsible for employment matters, based on the country of operation.

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.



**ENHANCING THE SAFETY AND WELLBEING
OF THE COMMUNITY AND OUR PEOPLE**

RESPECTING HUMAN RIGHTS

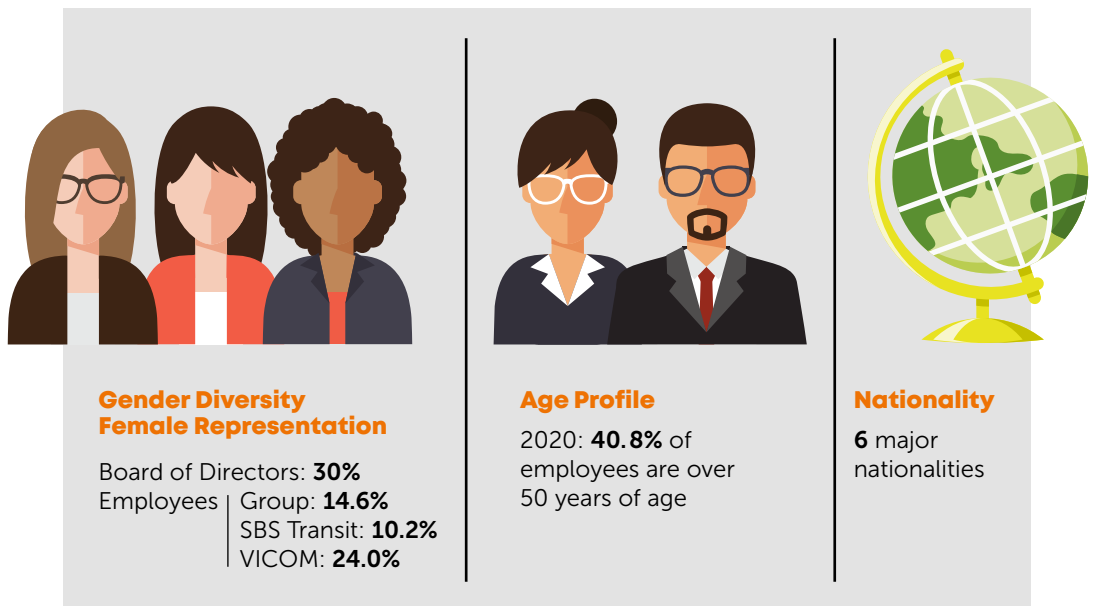
Upholding human rights has always been integral to our operations. In January 2021, ComfortDelGro publicly published our Human Rights Policy, which details our responsibility and response in relation to protecting the rights of employees within the ComfortDelGro Group in all locations that we operate in. It outlines our commitment to ethical labour practices, fair employment practices, growing our people, diversity and inclusion, and freedom of association and right to collective bargaining, as well as fair and safe working conditions. Visit <http://www.comfortdelgro.com/sustainability> to view our full Human Rights Policy.

COMMITTED TO GENDER EQUALITY

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’ commitment to gender equality, and we firmly believe that equality contributes to increased benefits for the society, economy and better financial performance. Female representation on our Board stands at 30%, which exceeds the 20% by 2020 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.



SUPPORTING OUR COMMUNITY

As a global transport solutions provider, our operations have close interactions with and hence impact the communities we operate in. We believe that safe transport should be equitable and accessible to all, and is key in creating an inclusive society.

This year, we also focused our efforts on contributing to the COVID-19 response across our operations – be it in supporting lives or livelihoods. In the most challenging of years, we took extra care to support the vulnerable communities in regions we operate.

Progress against targets:

TARGET	2020 PERFORMANCE
Continuous improvement in mobility and accessibility for the communities we serve	<ul style="list-style-type: none"> • 100% of buses are wheelchair accessible in Singapore • >90% of buses are wheelchair accessible in the UK • >57% of buses are wheelchair accessible in the Australia • In 2020, the Mean Kilometres Between Failure (MKBF) of our North East Line and Downtown Line were 2.04 million train-km and 2.09 million train-km respectively, exceeding the 1 Million Mean Kilometres Between Failure (MKBF) target.

ACCESSIBILITY

WHY THIS ISSUE IS MATERIAL

For many, access to transportation is vital for independent living. An accessible and inclusive transport system is the building block of an inclusive society and can facilitate poverty alleviation. Based on public feedback on the LTA's Land Transport Master Plan 2040, 85% of Singapore residents are willing to accept delays of one to five minutes to allow people like the elderly and wheelchair users to board or alight from buses and trains. As a provider of land transport services, we are committed to providing inclusive services that are accessible to all, regardless of age or ability.

HOW WE MANAGE THIS ISSUE

We are constantly on the lookout for ways to improve and expand our solutions in order to enhance the safety and accessibility of our vehicles such that we are able to serve an even wider range of commuters. We are also committed to making our workplace accessible to our employees. For example, ramps and lift access as well as wheelchair-accessible

restrooms are available at many of our buildings both locally and overseas.

DISABILITY-FRIENDLY SERVICES

We invest substantially in wheelchair-friendly buses that are capable of transporting persons-in-wheelchairs (PIWs) safely and comfortably. In Singapore, 100% of SBS Transit buses are wheelchair accessible while over 90% of buses are wheelchair accessible in the UK.

In Singapore, the UK and Australia, drivers of our wheelchair-friendly bus services are trained in the correct way to deploy the ramps and assist the passengers. Since December 2018, all SBS Transit staff are required to attend training that focusses on ComfortDelGro's eight Service Standards for different customers, including the elderly and the disabled. Trainings are based on a commuter inclusiveness approach on care and safety for commuters on our buses and trains, paying special attention to those with special needs, such as the elderly, PIWs, parents with children strollers, passengers with autism or dementia.

**ENHANCING THE SAFETY AND WELLBEING
OF THE COMMUNITY AND OUR PEOPLE**

In the UK and Ireland, employees are trained in disability awareness and loading of wheelchairs onto vehicles. Metroline has established internal maintenance protocols and procedures to support this, such as deploying the wheelchair ramp at the garage before any journey is started to ensure it is functioning. Metroline continues to organise accessibility communications activities, campaigns, and awareness and sensitivity training sessions with various partners throughout the year. In Australia, all Forest Coach Lines drivers as well as drivers from Blue Mountains Transit were trained on assisting the elderly and those with disabilities.

In addition to our buses, our taxi services are also disabled-friendly. Our cabbies are trained to assist PIWs in the correct ways. Chengdu ComfortDelGro Qing Yang Driving in China is the only driving school approved by the Authorities to train students with disabilities since 2010. In Singapore, ComfortDelGro Driving Centre waived the S\$850 annual membership fee for private driving instructors who train learner drivers with handicaps. In London and Liverpool, all Hackney Carriages of Computer Cab are wheelchair accessible. In Australia, all of Swan Taxis' cabbies were trained to help the elderly and those with disabilities.

GROUP PERFORMANCE SUMMARY

WHEELCHAIR ACCESSIBILITY ON BUSES		
Singapore	UK & Ireland	Australia
100%	Over 90%	Over 57%



**Booking Fee Waivers for Guide Dog
Handlers in Singapore**

ComfortDelGro Taxi has been supporting Guide Dogs Singapore since June 2017 and waives the booking fee up to three times a day for all registered guide dog handlers. There are currently close to 17 of them and to-date, the current booking fees of over 830 taxi trips, amounting close to S\$2,200, have been waived.

Local Communities

WHY THIS ISSUE IS MATERIAL

ComfortDelGro has a longstanding commitment to good corporate citizenship. We recognise that due to our strong presence in communities we operate in, we can significantly positively impact the wider community. We strive to be responsive to the needs of different local communities, to create shared value for all, and help our local communities grow sustainably in tandem with our business.

HOW WE MANAGE THIS ISSUE

In 2020, ComfortDelGro supported our communities through the COVID-19 pandemic and took the opportunity to strengthen our social licence to operate.

In 2020, we donated over S\$1.44 million to various charities, social organisations and welfare and educational institutions in all our locations of operation.

CABBYCARE CHARITY GROUP

CabbyCare is made up of ComfortDelGro cabbies who wish to give back to society, with the current membership standing at 170. These cabbies are involved in the delivery of bread, meals and books to the needy. They also provide ad hoc transfer trips to needy families and elderly poor.

- Bread-On-Wheels (ongoing): Launched on 28 May 2003 together with Food From The Heart, cabbies distribute unsold bread from Sunshine Bakeries to charitable organisations. They deliver bread three times a week. Currently, there are about 20 active CabbyCare members on the roster and groups of five rotate their shifts for delivery.
- Meals-On-Wheels (ongoing): Since March 2006, CabbyCare has been providing free meal delivery two times a week for TOUCH Home Care's Meals-On-Wheels Programme. Our cabbies collect and deliver food packs to the elderly staying at four different locations. Currently, about 80 cabbies in groups of six rotate their shifts for deliveries.

ENABLING LEARNING FOR NEEDY STUDENTS

With the aim to ease the struggles of vulnerable individuals who do not have the necessary equipment for home-based learning and work during the circuit breaker

period, Moove Media upcycled discarded cardboard boxes which were used to store rolls of vinyl stickers for advertisement wraps into cardboard tables. It has given away about 70 cardboard tables through the Early Childhood Development Agency (ECDA) and SG Enable.

DONATION IN KIND

Unclaimed articles that are left behind on SBS Transit buses and trains and at our bus interchanges and MRT stations are donated to the Red Cross for sale at its thrift shops with the proceeds going towards its humanitarian efforts to help the disabled and less fortunate in Singapore. In 2019, 28,359 items were donated. In January 2020, SBS Transit donated 250 packets of diapers as well as boxes of cakes to elderly residents of Punggol Bright Hill Evergreen Home as part of our engagement efforts when we conduct LRT maintenance works late into the night or early in the morning. The Home is located near to our LRT tracks.

GIVING FREE USE OF SPACE

At its bus interchanges and MRT stations, SBS Transit continues to offer free use of publicity spaces to create awareness and promote security and community messages. This includes crime prevention from SPF and graciousness messages from gov.sg and Singapore Kindness Movement.

It also sponsored advertising spaces on our buses and trains and at our premises to promote national campaigns such as "Speak Mandarin" and "Speak Good English".

SCHOOL ENGAGEMENT

On an ongoing basis, students visit SBS Transit bus interchanges, MRT stations and depots to discover more about its operations while we conduct school talks and mini exhibitions that focus on safety and graciousness in public travel. In 2020, SBS Transit conducted a total of seven sessions which has reached about 6,016 students.

SBS Transit also continues to work with our Adopt-a-Station/Interchange partners and is currently working with the Methodist Girls' School to create posters with happy messages to brighten the journeys of commuters. Since its launch in 2016, To-date, 20 schools have been onboarded.

**ENHANCING THE SAFETY AND WELLBEING
OF THE COMMUNITY AND OUR PEOPLE**

COMMUNITY ENGAGEMENT

SBS Transit continues to reach out to the elderly in the community through its community initiative known as the MAGIC CARES Van programme. Partnering a social enterprise, I'm Soul Inc., SBS Transit employs the sound beam technology to encourage the elderly to make movements and dance to create music. This programme was launched in October 2019 with Lions Befrienders and St Luke's ElderCare. On average, about 60-70 participants attend these sessions per week (combined). In 2020, a total of seven sessions were held, but due to COVID-19, these have been temporarily suspended.

During the COVID-19 outbreak, SBS Transit facilitated the visits of 13 organised groups to its premises where participants handed out thank you cards or care packs to its frontline staff, cleaners and security officer.

In Australia, CDC New South Wales partnered with Kinchela Boys Home Aboriginal Corporation (KBHAC) during its first KBHAC Mobile Education Centre (MEC) community visit post COVID-19. The MEC, a converted commuter bus nicknamed 'Benny' which features an audio-visual system and printed historical information on Stolen Generations, is the first of its kind and integral to helping KBHAC members tell their stories in a range of locations.



Launch of ComfortDelivery and Deployment of Cabbies to Alternative Jobs

When the pandemic struck, there was sharp decline in demand for cabs. While rental waivers helped ease the financial load of our cabbies, longer term solutions were required to support the livelihood of our cabbies and assist them in the transition to a new normal.

During the early days of the circuit breaker in Singapore, ComfortDelGro Taxi worked with delivery companies and restaurants to provide alternative jobs to cabbies.

To-date, about over 680 cabbies have been deployed to take on alternative jobs, with close to 110 of them deployed to provide delivery services for partners such as Kentucky Fried Chicken, Pizza Hut, Cedele and foodpanda.

In April 2020, we introduced ComfortDelivery, a dedicated food delivery service that enables partner F&B establishments to access a fleet of 10,000 taxis to fulfil their orders. Since we launched the app, over 2,175 cabbies have been successfully onboarded to participate in delivery services.



We are grateful to ComfortDelGro Taxi for this initiative. These are trying times for everyone and we are glad to be able to work together to find mutually beneficial solutions to the challenges we all face. ”

Ms Lynn Yeow-De Vito,
Community Leader for the #savefnbsg

Apart from delivery services, another 500 cabbies have been deployed to other alternative jobs, including providing transport services for COVID-19 suspected patients, safe distance ambassadors, transport ambassadors and bus captains. In helping to ensure that Singapore's healthcare system was not overwhelmed, ComfortDelGro taxi drivers stepped in to deliver medicine from public healthcare institutions to patients with pre-existing conditions who require regular top-ups. Online training is required before cabbies are allowed to handle medication. This has provided cabbies with more options and sources of income, as they keep all the delivery fee, which usually cost between \$4 and upwards of \$20, depending on the volume and speed.

ENGRAINING A CULTURE OF STRONG GOVERNANCE AND INNOVATION



Stock image

As a global organisation, the ComfortDelGro Group of Companies needs to ensure that it remains resilient to change in increasingly uncertain operational circumstances. Strong governance and the ability to innovate are key elements in navigating the way forward.

**ENGRAINING A CULTURE OF STRONG
GOVERNANCE AND INNOVATION**

GOVERNANCE

As our operations continue to expand worldwide, it is pertinent for ComfortDelGro’s wide range of businesses, companies, corporations and entities, including their employees, agents and representatives to always be in full compliance of local laws and regulations in their areas of operation. We also expect our Business Units and Suppliers to uphold the highest ethical standards.

Progress against targets:

TARGET	2020 PERFORMANCE
Zero cases of corruption and fraud	<ul style="list-style-type: none"> • No incidents of corruption and fraud reported in 2020 • Developed a Group-level governance structure for personal data protection • Developed a Group-level Enterprise Risk Management (ERM) structure
Zero major cybersecurity breaches	<ul style="list-style-type: none"> • No major cybersecurity breach • Implementation of the mandatory Cyber Security Awareness Training • Quarterly review of Key Risk Indicators (KRIs)

ANTI-CORRUPTION

WHY THIS ISSUE IS MATERIAL

Business and ethical integrity are pillars of our corporate psyche. With operations and a workforce that span seven countries, the Group recognises that good corporate governance, transparency and integrity are key in maintaining the trust of our Stakeholders.

HOW WE MANAGE THIS ISSUE

We conduct our business with integrity, transparency and honesty. We do not condone any corrupt practices such as bribery, extortion or embezzlement. Similarly, we do not condone fraudulent practices such as intentional deception or misappropriation of resources. ComfortDelGro targets for zero cases of corruption and fraud and expects to do so.

The Group has in place strong processes that ensure impartiality and provide checks and balances. Employees are educated on corruption risks and we conduct

regular audits on internal practices and processes. Our employees are not allowed to accept payments, gifts or other kinds of reimbursement from a third party that could affect or appear to affect their objectivity in business decisions.

We extend our anti-corruption commitments to our partners. Representatives of the Group are not allowed to offer Customers, Potential Customers, Suppliers, Consultants, Governments, Agencies of Governments, or any representative of such entities, any rewards or benefits in violation of applicable laws, in order to obtain or retain business or to gain any other improper advantage.

We also require our Suppliers to operate in accordance with the principles in our Supplier Ethics Policy and in full compliance with all applicable laws and regulations.

All officers administering and approving contracts in which they or their close relatives have significant interests are required to declare and recuse themselves from handling these contracts. Staff in the procurement and purchasing team make a declaration on conflict of interest annually. All members of the Procurement Category team are to attend a workshop on "Procurement Fraud Prevention & Detection" within their first two years of service. The workshop equips our staff on effective internal controls within the

procurement process, as well as the prevention and detection of procurement fraud.

The ComfortDelGro Alert Line facilitates whistle-blowing reporting to the Chairperson of the ComfortDelGro Audit and Risk Committee and the Group Chief Internal Audit Officer. All whistle-blowing reports are investigated thoroughly, independently and fairly, with prompt and proper closure.

GROUP PERFORMANCE SUMMARY



**ENGRAINING A CULTURE OF STRONG
GOVERNANCE AND INNOVATION**

**PUBLIC POLICY
AND REGULATORY
FRAMEWORK**

WHY THIS ISSUE IS MATERIAL

As our transport services are used by the public on a daily basis, we recognise the important role we play in shaping public policy and regulations in a way that benefits commuters, a key stakeholder. We are cognisant that we play an increasingly important role in influencing public policy and regulatory framework to aid transport operators in increasing their operating efficiencies and capacities.

HOW WE MANAGE THIS ISSUE

ComfortDelGro regularly engages with Governments and Regulators at many different levels to help shape public policy and regulation that support the land transport sector. We work closely with Association Partners and Unions on issues which affect them and our business. We actively incorporate the outcomes of these engagements in our decision-making processes and ensure that we are up to date with the latest regulations and stakeholder agreements. In doing so, we uphold our accountability, high business ethics and integrity to instil trust in our Stakeholders. At the same time, we expect all business partners, suppliers and employees to adhere to our guidelines on regulatory compliance and ethical conduct.

CYBERSECURITY

In an increasingly digital world, cybersecurity is and will be a growing concern for all. As we find new ways to adapt and take advantage of technology in our business, we must also develop safeguards for data protection and strengthen our cybersecurity defences. We also strictly comply with all cybersecurity and data protection regulations in our locations of operation.

To secure the integrity of our online systems, we enhanced our understanding of the current attack vectors and the associated mitigating behaviours in the event of cyber-attacks. To provide the highest assurance to our customers on protecting and using their personal data, we have put in place initiatives to equip our Company and our employees with essential competencies and capabilities in relation to cybersecurity as well as approaches to deal with incidences such as data breaches.

In 2020, we implemented a mandatory Cyber Security Awareness Training via an e-learning platform. This was disseminated across the Group. New staff are required to attend mandatory awareness training that inform them of the latest information security policies, procedures and risks. This is to better prepare them to acquire competencies, new techniques and methods that are essential in mitigating security risks.

Information technology (IT) system failures are key risks for the Group since almost all the businesses rely heavily on IT. In recognition of the risks of a major system failure – disruption of the business, loss of data or a security breach of our information technology systems, we ensure our information technology security management framework complies with current industry standards. The Group has also implemented various controls and data recovery measures to mitigate the risks, including the use of intrusion prevention systems, multi-level firewalls, server protection, software code hardening and data loss prevention controls to manage Internet security and cyber threats. Audits and penetration tests are conducted regularly to test the integrity of the systems – to identify potential vulnerabilities, strengthen the security hardening of our websites, and ensure that high standards are maintained.

CUSTOMER PRIVACY

ComfortDelGro complies with Singapore’s Personal Data Protection Act (PDPA) through the Group PDPA Compliance Policy. We have also developed a Data Breach Management Plan as a comprehensive response in the event of data and security breaches. The plan includes processes for reporting, assessing and evaluating risks and impacts of data breaches. We plan to review the PDPA Compliance Policy every two years and whenever there are amendments to the PDPA. Relevant internal and external stakeholders are updated as and when there are changes in policies, plans and practices. Compliance audits are

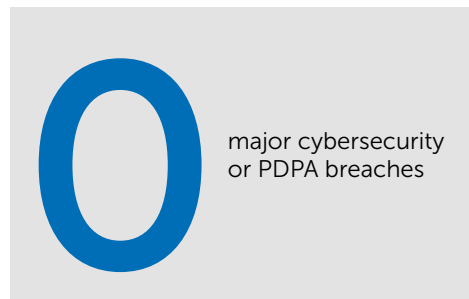
conducted by the Group on Business Units from time to time to ensure adherence to the Group’s PDPA policies.

We have appointed Data Protection Officers (DPOs) from various Business Units and formed a Data Protection Work Group to ensure the compliance of PDPA when developing and implementing policies and processes for handling personal data. This is to foster a data protection culture within the organisation and Business Units and to facilitate the communication of personal data protection policies to stakeholders.

We have identified the DPOs and data protection support staff to send for training in year 2020 as recommended by the PDPA competency framework. Business Units are also encouraged to obtain the Data Protection Trust Mark certification to ensure conformance to PDPA best practices.

GROUP PERFORMANCE SUMMARY

In 2020, there were no political contributions made and no incidents of socio-economic non-compliance.



**ENGRAINING A CULTURE OF STRONG
GOVERNANCE AND INNOVATION**

INNOVATION

Progress against targets:

TARGETS	2020 PERFORMANCE
Invest in new technologies to benefit the industry and communities Drives innovation and change initiatives Embeds principles and mind-set of transformation office among stakeholders	<ul style="list-style-type: none"> • CDG Global Digital Challenge Demo Day was held in June 2020 and BUs had the chance to showcase their digital ideas • Company-Led Training (CLT) Programme for up to 80 mid-career staff In October 2020

DIGITALISATION

To remain at the forefront of the digital transformation, in 2020, we appointed Ms Siew Yim Cheng as our new Group Chief Digital Officer. This new key position will oversee all future ventures in the technology-related arena.

With this appointment also comes several key initiatives and digital solutions under ComfortDelGro.

We recognise that increasing digitalisation and technology adoption may not be equitable to all, and can discriminate based on age. In order to bridge this gap, we organised a Company-Led Training (CLT) Programme for up to 80 mid-career staff. We plan to roll out more of such capacity building sessions in the future.

For more information on our digitalisation programs, please see page 60-66 of the 2020 Annual Report.

SUPPORTING INNOVATION

Digital transformation does not start in a cubicle. It requires teamwork and a conducive platform to imagine, innovate and co-create. In June 2020, ComfortDelGro held the CDG Global Digital Challenge Demo Day, as a chance for our business units to showcase their ideas for digital solutions.

CDG Global Digital Challenge hopes to build corporate innovation by bringing the start-up mindset to the workplace. Open to ComfortDelGro employees worldwide, the Challenge aims to bring fresh ideas and ignite an entrepreneurial spirit within our people, and to value-add to their work and productivity. Employees are encouraged to form cross-functional and global teams to identify disruptive ideas that are able to uplift ComfortDelGro into the digital era. Funding is provided for teams and incentives are in place to encourage inter-business unit teams.

SBS Transit introduced e-services for our 6,200-odd Bus Captains, enabling them to use their handphones to carry out a host of administrative functions such as checking on work rosters and payslips, applying leave and reporting incidents and bus defects wherever they are. BCs can also access their individual driving competency scores generated from iSafe to find out about their driving behaviour. Using a mobile application, iLink, our BCs are given the flexibility to perform these functions at their convenience as well as stay in touch with the Company through news, safety alerts and advisories.

A cleaning robot was also deployed to our canteen at the Ulu Pandan Bus Depot. It is constantly on the move, sweeping and mopping to keep the premises clean at all times.



Launch of the myCDC Mobile App

In September of 2020, ComfortDelGro Driving Centre (CDC) launched the “myCDC” mobile application. The first of its kind, the app enables learners to log in just once with their learner identification and password and book not only lessons such as theory, practical, evaluation and simulator training, but also theory and practical test dates with Traffic Police. For those learning to drive, the App also enables them to track their progress digitally as every completed lesson that is recorded on the driving instructor’s tablet is synced to the learner’s profile in the App.

To help learners keep track of their scheduled bookings, push notifications are sent to them twice via the App – a day in advance and an hour in advance. In addition, learners can cancel or reschedule bookings, top up their stored-value accounts, and update personal details through the app. There is even an online merchandise shop that learners and non-learners alike can purchase accessories on-the-go.

ANNEX A: SUPPLIER ETHICS POLICY

ComfortDelGro Corporation Limited and its subsidiaries worldwide (hereinafter collectively referred to as "ComfortDelGro") procure a wide range of goods or services from various businesses, companies, corporations, persons and entities, including their employees, agents and representatives (hereinafter collectively referred to as "Suppliers"), in the course of its business operations.

As such, ComfortDelGro requires its Suppliers to operate in accordance with the principles in this Supplier Ethics Policy ("Policy") and in full compliance with all applicable laws and regulations.

Suppliers are required to adhere to all local laws (including antitrust, anti-competition, anti-corruption and anti-fraud policies), maintain high ethical standards, have clear health and safety policies, strict environmental policies, and adopt fair employment practices.

It is the responsibility of Suppliers to ensure their employees and representatives understand, comply and act consistently with this Policy. Failure to adhere to this Policy may result in disqualification from consideration for business, and/or future business, with ComfortDelGro.

1. Compliance with Laws and Regulations

1.1. Abidance with the Law

Suppliers' business operations, as well as all goods and services supplied to ComfortDelGro, must fully comply with the laws and regulations of the countries where Suppliers' operations are based as well as where goods and services are provided to ComfortDelGro.

1.2. Use of Fair Business Practices

Suppliers must practise fair competition in accordance with local antitrust and competition laws. Activities that restrict competition must be avoided. Commercial decisions, including prices, terms of sale, division of markets and allocation of customers, must be made independent of understandings or agreements with competitors.

2. Ethics and Conflict of Interest

2.1. Anti-Corruption Stance

Suppliers must conduct their business with integrity, transparency and honesty. ComfortDelGro does not condone any corrupt practices such as bribery, extortion or embezzlement in all business interactions. Suppliers are prohibited from offering, paying, soliciting or receiving (whether directly or otherwise) any form of bribe as inducement or reward for any business transaction with or involving ComfortDelGro. The term "bribe" broadly includes any illicit advantage such as (but is not limited to) cash, cash equivalents, property, loans, commissions, services, benefits in kind or other advantages.

2.2. Anti-Fraud Stance

In the same vein, ComfortDelGro does not condone any fraudulent practices such as intentional deception, misappropriation of resources or manipulation of data. Suppliers are prohibited from altering or falsifying records, failing to account for monies received or knowingly providing false information for any business transaction with or involving ComfortDelGro.

ANNEX A: SUPPLIER ETHICS POLICY

2.3. Gifts and Entertainment

ComfortDelGro is committed to conducting all business without undue influence. The Policy requires it to exercise good judgment and practise moderation in receiving business gifts and entertainment.

Suppliers must not offer or give gifts or hospitality (including kickbacks, favours, cash, gratuity, entertainment or anything of value) to any ComfortDelGro employee that is intended as, or may be viewed as an attempt to improperly influence business decisions. In addition, ComfortDelGro employees are prohibited from accepting initial public offering (IPO) stock from any Supplier.

Employees will respectfully decline entertainment, gifts or other benefits that could in any way be construed as, or give the appearance of, attempting to influence business decisions in favour of any person or organisation with whom ComfortDelGro may have business dealings.

2.4. Conflicts of Interest

Suppliers should seek to avoid any conflicts of interest that may adversely influence their business relationship with ComfortDelGro. Suppliers must disclose all actual, potential or perceived conflicts of interest situations and/or relationships promptly to ComfortDelGro.

3. Workplace Health, Safety and Quality

3.1. Healthy and Safe Working Environment

Suppliers must have in place health and safety protection policies and management systems to provide a secure working environment. They must be designed to promote the general health of employees and reduce work-related injury and illness. For example, protective equipment and tools must be provided and replaced/maintained regularly.

3.2. Safety

The safety of all goods and services supplied must be ensured through appropriate policies, implementation and monitoring.

3.3. Quality

Suppliers' policies and management systems must be developed to ensure that the quality of all goods and services are as specified in their contracts with ComfortDelGro.

4. Corporate Social and Environmental Responsibility

4.1. Corporate Social Responsibility

ComfortDelGro is committed to building positive relationships with the communities in which we live and work by showing our support and care for the poor, the sick, the underprivileged and the aged. Suppliers are encouraged to support us and also seek similar opportunities in area of Corporate Social Responsibility.

4.2. Environmental Responsibility

Local environmental laws and practices such as those pertaining to waste disposal (proper handling of toxic and hazardous waste, segregation where regulated, etc), air emissions and pollution must be complied with. Suppliers must endeavour to minimise the impact of their operations on the environment.

5. Non-Discriminatory & Ethical Employment

5.1. Non-Discriminatory Employment

Suppliers shall apply fair and ethical standards in their employment practices. This includes non-discrimination in employment, recruitment, advertisements for employment, compensation, termination, upgrading, promotions, and other conditions of employment against any employee or job applicant on the bases of race, ethnicity, gender, national origin, age, religion, marital status, disability, sexual orientation or gender identity.

5.2. Ethical Employment

Suppliers will comply with all national laws on wages and working hours as well as local standards regarding child labour and minimum age.

6. Use of Information

6.1. Insider Trading

Suppliers must not trade in the securities of ComfortDelGro either directly or through an intermediary while in possession of inside information (i.e. confidential material, non-public information) relating to ComfortDelGro nor should they pass such information on to others.

6.2. Proprietary Information

Any information used by Suppliers in their business relationship with ComfortDelGro that is either not public and/or proprietary must be protected against loss and infringement. Any disclosure or use of such information other than for officially stated purposes must first be authorised by ComfortDelGro.

7. Ethical Concerns

If any Supplier has an actual or potential ethical concern related to the Policy, they can make use of the ComfortDelGro Alert Line.

ComfortDelGro Alert Line

The ComfortDelGro Alert Line comprising the following personnel has been set up to facilitate the reporting of incidents and the handling of information or evidence on matters that will give rise to

whistle blowing. You may contact:

Group Chief Internal Audit Officer
DID: +65 6383 7010
Email to: gcao@comfortdelgro.com

and/or the respective Chairmen of Audit & Risk Committee (ARC)

For ComfortDelGro Corp, email to: ARC_Chairman@comfortdelgro.com

For SBS Transit Ltd, email to: ARC_Chairman@sbstransit.com.sg

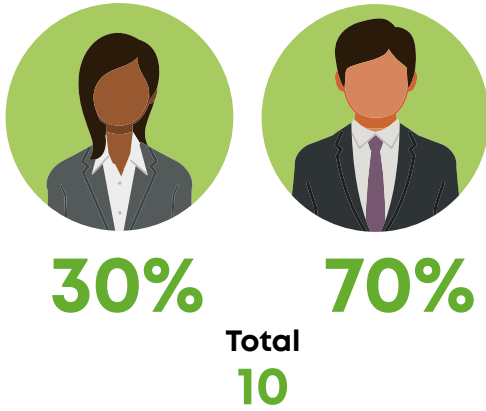
For Vicom Ltd, email to: ARC_Chairman@vicom.com.sg

ANNEX B: WORKPLACE SAFETY & HEALTH COMMITTEES ACROSS THE GROUP

COUNTRY	BUSINESS UNIT	WORKPLACE SAFETY & HEALTH COMMITTEE OR SIMILAR	COMPANY EMERGENCY RESPONSE TEAM OR SIMILAR	RISK MANAGEMENT COMMITTEE	OTHER SAFETY-RELATED COMMITTEE	NIL
Singapore	All Business units with the exception of:	✓	✓	✓		
	ComfortDelGro Driving Centre	✓	✓	✓	✓	
	ComfortDelGro Rent-A-Car			✓		
	SBS Transit	✓	✓			
Australia	CDC in NSW	✓	✓			
	CDC in Victoria	✓			✓	
	Swan Taxis	✓	✓		✓	
China	East China		✓		✓	
	North China					✓
	South China		✓		✓	
	West China	✓				
Ireland	ComfortDelGro Irish Citylink					✓
United Kingdom	CityFleet Networks		✓	✓		
	Metroline	✓				
	Scottish Citylink Coaches	✓				
Vietnam	Vinataxi				✓	
Malaysia	CityLimo Leasing (M)					✓

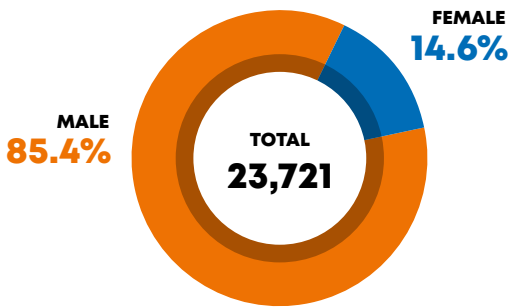
ANNEX C: DETAILED INFORMATION ON EMPLOYEES AND OTHER WORKERS

COMFORTDELGRO CORPORATION'S BOARD OF DIRECTORS BY GENDER



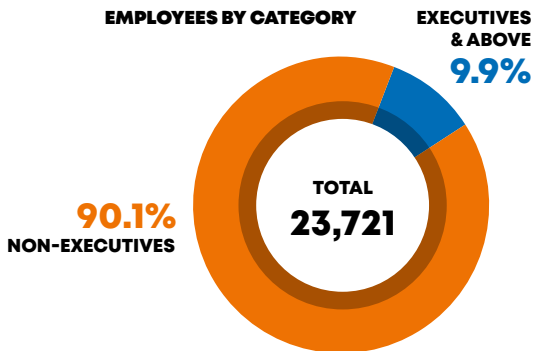
	FEMALE	MALE	TOTAL
SBS Transit	30.0%	70.0%	10
VICOM	30.0%	70.0%	10

EMPLOYEES BY GENDER



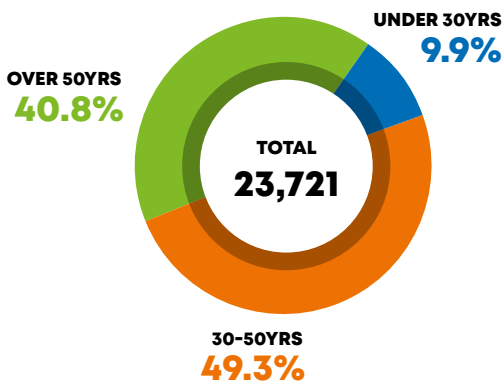
	FEMALE	MALE	TOTAL
SBS Transit	10.2%	89.8%	10,670
VICOM	24.0%	76.0%	829

EMPLOYEES BY CATEGORY



	NON-EXECUTIVES	EXECUTIVES & ABOVE	TOTAL
SBS Transit	91.1%	8.9%	10,670
VICOM	53.1%	46.9%	829

EMPLOYEES BY AGE



	UNDER 30YRS	30-50YRS	OVER 50YRS	TOTAL
SBS Transit	9.5%	44.8%	36.9%	10,670
VICOM	21.2%	55.1%	23.6%	829

ANNEX C: DETAILED INFORMATION ON EMPLOYEES AND OTHER WORKERS

**EMPLOYEES BY COUNTRY, GENDER,
EMPLOYMENT TYPE AND CONTRACT**

SINGAPORE

13,288 Employees

	TYPE OF CONTRACT		TYPE OF EMPLOYMENT	
	Permanent	Temporary	Full-time	Part-time
Male	81.7%	4.7%	84.7%	1.7%
Female	11.5%	2.1%	12.5%	1.1%
Total	93.2%	6.8%	97.2%	2.8%

UNITED KINGDOM & IRELAND

5,680 Employees

	TYPE OF CONTRACT		TYPE OF EMPLOYMENT	
	Permanent	Temporary	Full-time	Part-time
Male	88.8%	0.1%	85.9%	3.1%
Female	11.0%	0.1%	9.5%	1.5%
Total	99.8%	0.2%	95.4%	4.6%

AUSTRALIA

3,866 Employees

	TYPE OF CONTRACT		TYPE OF EMPLOYMENT	
	Permanent	Temporary	Full-time	Part-time
Male	60.7%	21.6%	58.3%	23.9%
Female	11.0%	6.7%	9.8%	8.0%
Total	71.7%	28.3%	68.1%	31.9%

CHINA

774 Employees

	TYPE OF CONTRACT		TYPE OF EMPLOYMENT	
	Permanent	Temporary	Full-time	Part-time
Male	38.6%	23.0%	61.6%	-
Female	26.6%	11.8%	38.4%	-
Total	65.2%	34.8%	100.0%	-

VIETNAM

73 Employees

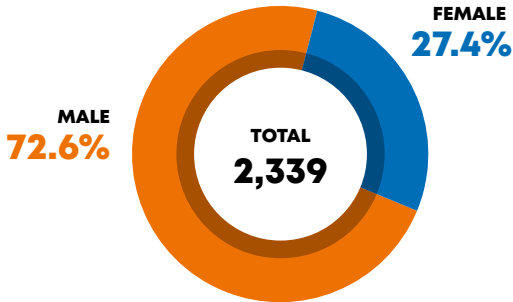
	TYPE OF CONTRACT		TYPE OF EMPLOYMENT	
	Permanent	Temporary	Full-time	Part-time
Male	50.7%	15.0%	65.7%	-
Female	28.8%	5.5%	32.9%	1.4%
Total	79.5%	20.5%	98.6%	1.4%

MALAYSIA

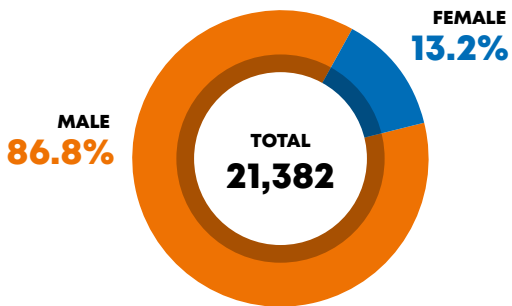
40 Employees

	TYPE OF CONTRACT		TYPE OF EMPLOYMENT	
	Permanent	Temporary	Full-time	Part-time
Male	15.0%	57.5%	72.5%	-
Female	7.5%	20.0%	27.5%	-
Total	22.5%	77.5%	100.0%	-

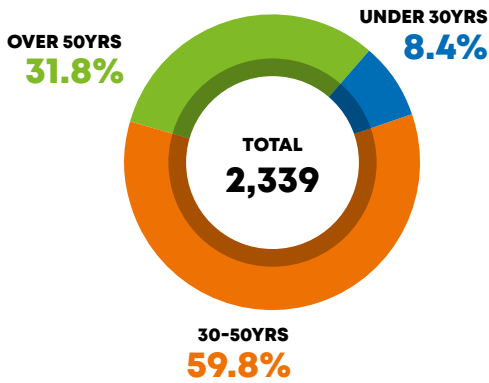
EXECUTIVES AND ABOVE BY GENDER



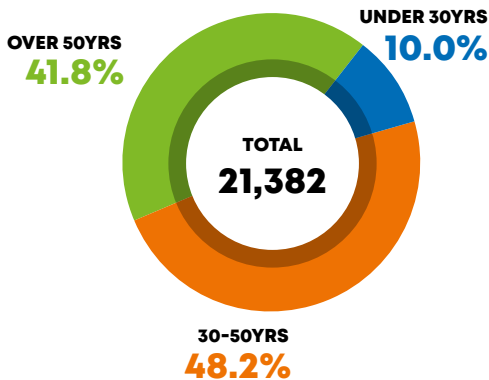
NON-EXECUTIVES BY GENDER



EXECUTIVES AND ABOVE BY AGE



NON-EXECUTIVES BY AGE



	FEMALE	MALE	TOTAL
SBS Transit	19.0%	81.0%	946
VICOM	22.4%	77.6%	389

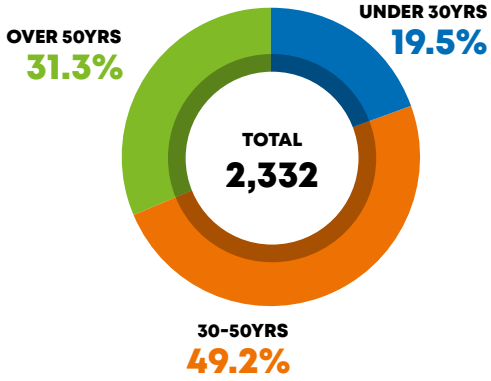
	FEMALE	MALE	TOTAL
SBS Transit	9.3%	90.7%	9,724
VICOM	25.5%	74.5%	440

	UNDER 30YRS	30-50YRS	OVER 50YRS	TOTAL
SBS Transit	5.6%	57.6%	36.8%	946
VICOM	14.1%	60.4%	25.5%	389

	UNDER 30YRS	30-50YRS	OVER 50YRS	TOTAL
SBS Transit	10.4%	49.1%	40.5%	9,724
VICOM	27.5%	50.5%	22.0%	440

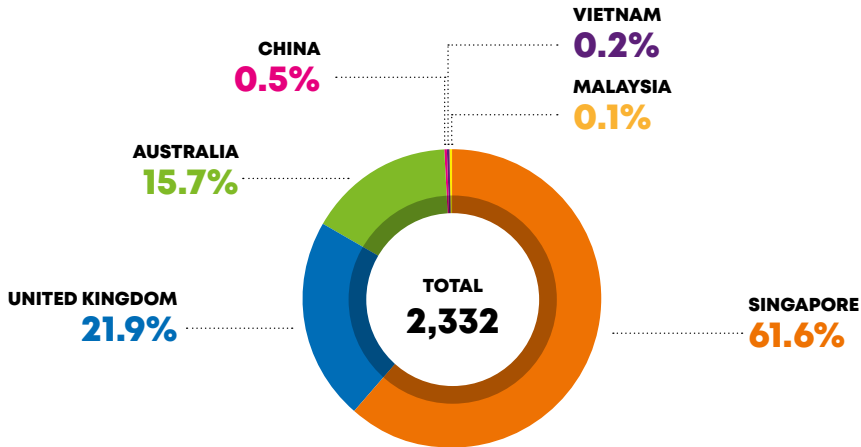
ANNEX C: DETAILED INFORMATION ON EMPLOYEES AND OTHER WORKERS

NEW HIRES BY AGE

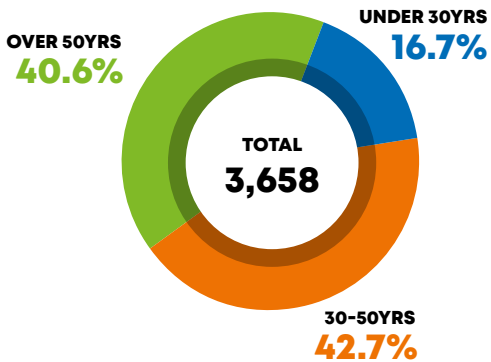


	UNDER 30YRS	30-50YRS	OVER 50YRS	TOTAL
SBS Transit	14.4%	46.9%	38.7%	1,101
VICOM	43.5%	48.4%	8.1%	124

NEW HIRES BY COUNTRY



STAFF TURNOVER BY AGE



	UNDER 30YRS	30-50YRS	OVER 50YRS	TOTAL
SBS Transit	11.4%	42.9%	45.7%	1,462
VICOM	24.5%	62.3%	13.2%	167

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.

ANNEX D: GRI CONTENT INDEX

GRI STANDARD NUMBER	DISCLOSURE NUMBER	CHAPTER / REMARKS	PAGE NUMBER
GRI 101: FOUNDATION 2016			
GENERAL DISCLOSURES			
GRI 102 : General Disclosures 2016	102-1	Name of the organization	About this Report Inside front cover
	102-2	Activities, brands, products, and services	Annual Report, Operations Review AR 80-116
	102-3	Location of headquarters	Singapore
	102-4	Location of operations	Annual Report, Global Footprint AR 4-5
	102-5	Ownership and legal form	ComfortDelGro Corporation Limited as well as its subsidiaries SBS Transit Ltd and VICOM Ltd are listed at the Singapore Stock Exchange.
	102-6	Markets served	Annual Report, Operations Review AR 80-116
	102-7	Scale of the organization	Annual Report, Global Footprint AR 80-116
	102-8	Information on employees and other workers	Annual Report, Group Financial Highlights Annex C: Detailed information on employees and other workers 75-78 No significant number of different employment contracts, of non-permanent employees or of supervised workers. No significant variations in employment numbers.
	102-9	Supply chain	Our Approach to Sustainability: Managing Our Supply Chain 28-29
	102-10	Significant changes to the organization and its supply chain	Annual Report, Operations Review AR 80-116
	102-11	Precautionary Principle or approach	Our Approach to Sustainability: Sustainability and Risk Governance 24-25
	102-12	External initiatives	Our Approach to Sustainability: Sustainability and Risk Governance Energy Efficiency Diversity and Non-discrimination 36 59
	102-13	Membership of associations	National Taxi Association Global Compact Network Singapore
	102-14	Statement from senior decision-maker	Message from the Chairmain and MD/ Group CEO Our Approach to Sustainability: Board Statement 3-5 18
	102-16	Values, principles, standards, and norms of behaviour	Annual Report, Inside front cover Our Approach to Sustainability: Sustainability and Risk Governance AR, 2 24-25

ANNEX D: GRI CONTENT INDEX

GRI STANDARD NUMBER	DISCLOSURE NUMBER	CHAPTER / REMARKS	PAGE NUMBER
GRI 102 : General Disclosures 2016	102-18 Governance structure	Annual Report, Corporate Governance About this Report	AR 118-137 Inside front cover
		Our Approach to Sustainability: Sustainability and Risk Governance	24
		Health & Safety	47
		Annex B: Workplace Safety & Health Committees Across the Group	74
	102-40 List of stakeholder groups	Our Approach to Sustainability: Our Stakeholders	26-27
	102-41 Collective bargaining agreements	Employee Engagement	57
	102-42 Identifying and selecting stakeholders	Our Approach to Sustainability: Our Stakeholders	26
	102-43 Approach to stakeholder engagement	Our Approach to Sustainability: Our Stakeholders	26-27
	102-44 Key topics and concerns raised	Our Approach to Sustainability: Our Stakeholders	26-27
	102-45 Entities included in the consolidated financial statements	Annual Report, Directories About this Report	AR 139-141 Inside front cover
	102-46 Defining report content and topic Boundaries	Our Approach to Sustainability: Materiality	23
	102-47 List of material topics	Our Approach to Sustainability: Materiality	23
	102-48 Restatements of information	Restatements were made for emission intensity figures for 2018 and 2019 due to an update on Ireland's emission factors	37
	102-49 Changes in reporting	About this Report	Inside front cover
	102-50 Reporting period	About this Report	Inside front cover
	102-51 Date of most recent report	26 March 2021	
	102-52 Reporting cycle	About this Report	Inside front cover
102-53 Contact point for questions regarding the report	About this Report	Inside front cover	
102-54 Claims of reporting in accordance with the GRI Standards	About this Report	Inside front cover	
102-55 GRI content index	Annex D: GRI Content Index	79-86	
102-56 External assurance	About this Report	Inside front cover	

GRI STANDARD NUMBER	DISCLOSURE NUMBER	CHAPTER / REMARKS	PAGE NUMBER	
TOPIC SPECIFIC DISCLOSURES				
ECONOMIC PERFORMANCE				
GRI 103 : Management Approach 2016	103-1	Explanation of the material topic and its Boundary	Our Approach to Sustainability: Materiality Supporting a Resilient Economy	23 30-31
	103-2	The management approach and its components	Supporting a Resilient Economy	30-31
	103-3	Evaluation of the management approach	Supporting a Resilient Economy	30-31
GRI 201 : Economic Performance 2016	201-1	Direct economic value generated and distributed	Supporting a Resilient Economy	30-31
ANTI-CORRUPTION				
GRI 103 : Management Approach 2016	103-1	Explanation of the material topic and its Boundary	Our Approach to Sustainability: Materiality Our Approach to Sustainability: Our Stakeholders Our Approach to Sustainability: Managing Our Supply Chain	23 26-27 29
	103-2	The management approach and its components	Our Approach to Sustainability: Materiality Our Approach to Sustainability: Our Stakeholders Our Approach to Sustainability: Managing Our Supply Chain Annual Report, Risk Management	23 26-27 29 AR 142-148
	103-3	Evaluation of the management approach	Annual Report, Risk Management	AR 142-148
GRI 205 : Anti-Corruption 2016	205-1	Operations assessed for risks related to corruption	Our Approach to Sustainability: Managing Our Supply Chain Governance: Anti-corruption	29 66
	205-3	Confirmed incidents of corruption and actions taken	Governance: Anti-corruption	66
ENERGY				
GRI 103 : Management Approach 2016	103-1	Explanation of the material topic and its Boundary	Our Approach to Sustainability: Materiality Energy Efficiency	23 33
	103-2	The management approach and its components	Energy Efficiency	33
	103-3	Evaluation of the management approach	Climate Action: Progress Against Targets	33-38
GRI 302 : Energy 2016	302-1	Energy consumption within the organization	Energy Efficiency: Group Performance Summary	37

ANNEX D: GRI CONTENT INDEX

GRI STANDARD NUMBER	DISCLOSURE NUMBER	CHAPTER / REMARKS	PAGE NUMBER	
WATER				
GRI 103 : Management Approach 2016	103-1	Explanation of the material topic and its Boundary	Our Approach to Sustainability: Materiality Water Consumption	23 44
		The management approach and its components	Water Consumption	44
	103-3	Evaluation of the management approach	Responsible Consumption: Progress Against Targets	39
GRI 303 : Water and Effluents (2018) – Management Approach Disclosures	Disclosure 303-1 Interactions with water as a shared resource		Water Consumption	44
	Disclosure 303-2 Management of water discharge-related impacts		Water Consumption We adhere to all applicable water discharge regulations in our areas of operation	44
GRI 303 : Water 2018	303-3	Water withdrawal	Water Consumption: Group Performance Summary	44
EMISSIONS				
GRI 103 : Management Approach 2016	103-1	Explanation of the material topic and its Boundary	Our Approach to Sustainability: Materiality Energy Efficiency	23 33
		The management approach and its components	Energy Efficiency	33-38
	103-3	Evaluation of the management approach	Climate Action: Progress Against Targets	33
GRI 305 : Emissions 2016	305-1	Direct (Scope 1) GHG emissions	In 2020, Scope 1 GHG emissions are as follows (in tonnes CO ₂ e): <ul style="list-style-type: none"> • ComfortDelGro Group: 738,800 • SBS Transit: 372,363 • VICOM: 282 <p>Emission factors for Scope 1 emissions are sourced from the World Resources Institute’s GHG Protocol tools for stationary combustion (version 4.1) and for transport or mobile sources (version 2.6).</p>	

GRI STANDARD NUMBER	DISCLOSURE NUMBER	CHAPTER / REMARKS	PAGE NUMBER
GRI 305 : Emissions 2016	305-2 Energy indirect (Scope 2) GHG emissions	In 2020, Scope 2 GHG emissions are as follows (in tonnes CO2e): <ul style="list-style-type: none"> • ComfortDelGro Group: 176,622 • SBS Transit: 166,135 • VICOM: 3,171 <p>Emission factors for Scope 2 emissions are from Singapore’s Energy Market Authority, Australia’s Department of the Environment and Energy, the UK’s Department for Environment, Food & Rural Affairs, and Sustainable Energy Authority of Ireland. CO2, CH4 and N2O are included in the calculations for Australia and the UK, while only CO2 is included for Singapore.</p>	
	305-4 GHG emissions intensity	GHG emissions intensity figure includes Scope 1 and Scope 2 emissions. CO2, CH4 and N2O are included in the calculations for Australia and the UK, while only CO2 is included for Singapore.	37
EFFLUENTS AND WASTE			
GRI 103 : Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Our Approach to Sustainability: Materiality Waste Management	23 40
	103-2 The management approach and its components	Waste Management	40-43
	103-3 Evaluation of the management approach	Responsible Consumption: Progress Against Targets	39
GRI 306 : Effluents and Waste 2016	306-2 Waste by type and disposal method	Waste Management: Group Performance Summary	43
LABOUR-MANAGEMENT RELATIONS			
GRI 103 : Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Our Approach to Sustainability: Materiality Employee Engagement	23 56-57
	103-2 The management approach and its components	Employee Engagement	56
	103-3 Evaluation of the management approach	Growing our People: Progress Against Targets Our Approach to Sustainability: Our Stakeholders	56 27
GRI 402 : Labour-Management Relations 2016	402-1 Minimum notice periods regarding operational changes	Employee Engagement	57

ANNEX D: GRI CONTENT INDEX

GRI STANDARD NUMBER	DISCLOSURE NUMBER	CHAPTER / REMARKS	PAGE NUMBER	
OCCUPATIONAL HEALTH AND SAFETY				
GRI 103 : Management Approach 2016	103-1	Explanation of the material topic and its Boundary	Our Approach to Sustainability: Materiality Health & Safety	23 46
		The management approach and its components	Health & Safety Our Approach to Sustainability: Our Stakeholders	46-48 26-27
	103-3	Evaluation of the management approach	Safety is Our Priority: Progress Against Targets	46
GRI 403 : Occupational Health & Safety (2018) – Management Approach Disclosures	403-1	Occupational health and safety management system	Safety is Our Priority: Progress Against Targets	46-48
	403-2	Hazard identification, risk assessment, and incident investigation	Health & Safety	46-48
	403-3	Occupational health services	Health & Safety	46-48
	403-4	Worker participation, consultation, and communication on occupational health and safety	Health & Safety Annex B: Workplace Safety and Health Committees Across the Group	46-48 74
	403-5	Worker training on occupational health and safety	Health & Safety	46-48
	403-6	Promotion of worker health	Health & Safety	46-48
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Health & Safety	46-48, 50-51
GRI 403 : Occupational Health and Safety 2018	403-9	Work-related injuries	Health & Safety: Group Performance Summary We are in the process of updating our data management systems to collect data on high-consequence work-related injuries	49
TRAINING AND EDUCATION				
GRI 103 : Management Approach 2016	103-1	Explanation of the material topic and its Boundary	Our Approach to Sustainability: Materiality Employee Training	23 58
		The management approach and its components	Employee Training	58
	103-3	Evaluation of the management approach	Growing our People: Progress Against Targets	56

GRI STANDARD NUMBER	DISCLOSURE NUMBER	CHAPTER / REMARKS	PAGE NUMBER	
GRI 404 : Training and Education 2016	404-1	Average hours of training per year per employee	Employee Training: Group Performance Summary	58
	404-3	Percentage of employees receiving regular performance and career development reviews	Employee Training	58
DIVERSITY AND EQUAL OPPORTUNITY				
GRI 103 : Management Approach 2016	103-1	Explanation of the material topic and its Boundary	Our Approach to Sustainability: Materiality Diversity and Non-discrimination	23 59
	103-2	The management approach and its components	Diversity and Non-discrimination	59-60
	103-3	Evaluation of the management approach	Growing our People: Progress Against Targets	56
GRI 405 : Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	Diversity and Non-discrimination Annex C: Detailed information on employees and other workers	59-60 75-78
NON-DISCRIMINATION				
GRI 103 : Management Approach 2016	103-1	Explanation of the material topic and its Boundary	Our Approach to Sustainability: Materiality Diversity and Non-discrimination	23 59
	103-2	The management approach and its components	Diversity and Non-discrimination	59-60
	103-3	Evaluation of the management approach	Growing our People: Progress Against Targets	56
GRI 406 : Non-discrimination 2016	406-1	Incidents of discrimination and corrective actions taken	There were zero incidents of discrimination reported in 2020.	
LOCAL COMMUNITIES				
GRI 103 : Management Approach 2016	103-1	Explanation of the material topic and its Boundary	Our Approach to Sustainability: Materiality Local Communities	23
	103-2	The management approach and its components	Local Communities	63-64
	103-3	Evaluation of the management approach	Local Communities	63-64
GRI 413 : Local Communities 2016	413-1	Operations with local community engagement, impact assessments, and development programs	Local Communities Almost all of our operations have implemented local community engagement or development programmes.	63-64

ANNEX D: GRI CONTENT INDEX

GRI STANDARD NUMBER	DISCLOSURE NUMBER	CHAPTER / REMARKS	PAGE NUMBER
PUBLIC POLICY			
GRI 103 : Management Approach 2016	103-1	Explanation of the material topic and its Boundary	Our Approach to Sustainability: Materiality Public Policy and Regulatory Framework 23 68
	103-2	The management approach and its components	Our Approach to Sustainability: Materiality Our Approach to Sustainability: Our Stakeholders Public Policy and Regulatory Framework 23 26-27 68-69
	103-3	Evaluation of the management approach	Governance: Progress Against Targets 66
GRI 415 : Public Policy 2016	415-1	Political contributions	ComfortDelGro has no political affiliations nor did it make any political contributions during the year.
CUSTOMER HEALTH AND SAFETY			
GRI 103 : Management Approach 2016	103-1	Explanation of the material topic and its Boundary	Our Approach to Sustainability: Materiality Health & Safety 23 50
	103-2	The management approach and its components	Health & Safety 51
	103-3	Evaluation of the management approach	Safety is Our Priority: Progress Against Targets 46
GRI 416 : Customer Health and Safety 2016	416-1	Assessment of the health and safety impacts of product and service categories	All of our operations are regularly assessed for health & safety improvements.
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	There were no incidents of non-compliance in 2020
ACCESSIBILITY			
GRI 103 : Management Approach 2016	103-1	Explanation of the material topic and its Boundary	Our Approach to Sustainability: Materiality Accessibility 23 61
	103-2	The management approach and its components	Accessibility 61-62
	103-3	Evaluation of the management approach	Supporting Our Community: Progress Against Targets 61
Non-GRI	Percentage of wheelchair accessible buses	Accessibility: Group Performance Summary	62

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