

As the nation's leading public transport provider, SMRT is very much in tune with the pulse of society. That is why it is so important for us to maintain healthy profit margins that allow us to make meaningful contributions to society. As a responsible corporate citizen, we are committed to all our stakeholders: the public whom we serve, our employees on whom our success is built and our shareholders and business partners who have put their faith in us.

As a company with diverse operations, we are aware that our operations have an impact on the environment. With green issues on the top of our agenda, we do all we can to control the generation of hazardous waste and pollutants into the environment. In fact, in equipping our stations and renewing our fleet, we have consciously opted to walk the environmentally-friendly route.

The new air conditioning systems in our stations are energy efficient as they use less electricity to create a cooling effect. On top of that, the chillers at the heart of the system use an environmentally-friendly refrigerant R134A as the cooling agent.

In the same way, the High-Shine lights in our stations are fitted with a highly efficient reflector that reduces the number of light tubes required, thus limiting energy consumption without compromising brightness.

In May 2005, we introduced an environmentally-friendly fleet of new Mercedes taxis that comply with Euro IV emission standards. This is well ahead of the National Environment Agency's requirement for taxis to meet Euro IV standards by October 2006.

At SMRT, environmental consciousness pervades our organisation and manifests itself in many aspects of our day-to-day operations. Our service captains have now adopted the practice of switching off the engines of our buses when they are berthed at bus interchanges and terminals. In the past, the engines used to be left running to keep the interior of the buses cool for their onward journeys. This new move, supported by our environmentally-conscious passengers, serves to reduce air and noise pollution and conserve fuel. Passenger comfort has not been compromised as the warmer interiors cool down quickly once the buses resume their journey. In the same way, our taxi hirers are encouraged to switch their engines off when waiting for more than five minutes. Many hirers have enthusiastically adopted this environmentally-friendly measure.

We are also actively looking to switch over to using environmentally-friendly products in the running of our fleet of vehicles. To this end, SMRT Automotive Services is conducting a joint trial with Germany's Konvekta AG, the world's leading bus air conditioning manufacturer, to use carbon dioxide as one of the refrigerants for our buses. Carbon dioxide is a safe and environmentally-friendly gas that causes no harmful effects if released into the environment.

The trial, the first in the Asian region, will run for a year from December 2004. The data is conveyed via GSM modem to Konvekta's headquarters in Germany for continuous monitoring. The trial tests the system's performance in the harsh tropical climate of Southeast Asia. Konvekta AG chose to work with SMRT because of the excellent condition of our buses and our strong infrastructure network.





Corporate Volunteerism

To spearhead a stronger community spirit within SMRT, we have adopted a corporate volunteerism programme focusing on three adopted institutions catering to children, senior citizens and the sick or injured.

Our work with Beyond Social Services (BSS), a charity under the auspices of Mainly I Love Kids (MILK), focused on fund raising and publicity using our available media space, logistics and manpower. We used our transport network to help organise activities like the Share-A-Meal donation drive to raise funds for disadvantaged and disabled children. We also pledged our support, organised the logistics and entered 135 runners, for the Streetwise Run on 4 July 2004. The run was part of BSS' nationwide campaign to deter juvenile delinquency and to promote awareness of youth issues in the community.



With our second charity, the Geylang East Home for the Aged, we wanted to make a meaningful difference to the lives of residents by organising activities and raising funds to defray operating costs. We rallied staff and commuters through various fund raising drives which were most intense during Senior Citizens Week. SMRT volunteers were also busy organising activities for residents throughout the year. These included a cruise to Kusu Island, Mid-Autumn celebrations and a Lunar New Year get together. Moving further afield into the community, SMRT volunteers befriended needy residents in the Aljunied area and helped them spring clean their homes.



In our work with the Singapore Red Cross, our mission was to help save lives by recruiting new blood donors especially for the period between October and February each year when blood supplies are traditionally low. Making full use of our transport network, we organised a series of blood donation drives targeting commuters and staff. Such was the enthusiasm of our volunteers that a novel blood donation drive was organised on board a train at Ang Mo Kio MRT station. All in, 930 units of blood were collected over a six-month period. Up to 255 first-time donors made use of the SMRT network to donate a "Gift of Life".

Looking ahead, we hope to work more closely with our beneficiaries to plan meaningful activities and set fund raising targets.

Community and Corporate Sponsorships

At SMRT, we strive to go beyond our role as a public transport operator by encouraging commuters to experience life in all its fullness through our support for a variety of causes ranging from public health to the disabled, the Scout Movement to grassroots organisations, national events to the performing arts.

During the year, SMRT stepped forward as a sponsor of the NTUC Income-Yeo's S. League football event. The sponsorship, which was valued at S\$396,000, proved to be a particularly apt endorsement of the nation's favourite sport by its most popular public transport provider.

In June 2004, SMRT and the Life Art Society launched an exhibition of community artworks at Tanjong Pagar Station as part of an on-going effort to make art accessible to all commuters. Tanjong Pagar Station was once again transformed into an art gallery in the lead-up to the Lunar New Year when 16 artists from the Life Art Society showcased their calligraphy skills there. The artists also gave out auspicious Chinese couplets to delighted commuters. The popular festive event was yet another example of how SMRT is engaging commuters by injecting colour and life into our stations.

The Singapore Arts Festival in July 2004 saw SMRT playing its part to bring fringe performances like busking acts from Japan and the United Kingdom to residents living near Woodlands and Yishun MRT stations. For our sponsorship and support of the performing arts, art carnivals and community art programmes, the National Arts Council honoured SMRT with an Associate of the Arts Award.

To do our part for the Green Movement, we joined hands with the National Environment Agency to organise an 'Amazing Race' on public transportation. This novel race, inspired by the thrilling TV series, saw 500 participants racing through the SMRT network of trains, light rail, taxis and buses to reach their destinations and claim their prizes. Through such events, we hope to encourage more people to play their part in preserving the environment by using public transport.

In other examples of our active involvement in community life, in FY2005, we once again leveraged our network to support the courtesy campaign and encourage graciousness among youths. Our people were also represented in the nation's largest annual event, the 39th National Day Parade. Our marching contingent comprising 64 staff from across SMRT's ranks did us proud at the National Stadium.

At SMRT, the spirit of giving something back to the community permeates through our ranks. As a long-time supporter of the Community Chest's SHARE programme, SMRT encourages staff to make monthly donations and matches every dollar contributed by staff. In good years and bad, members of our staff have always responded generously to the SHARE programme. In 2004, we once again received the SHARE Corporate Platinum Award for our record contributions.

Public Education

As a national symbol of our nation, SMRT is honoured to support the Ministry of Education's active learning scheme through the SMRT Learning Journeys programme established in 2001. This programme introduces Primary and Secondary school students to the SMRT system, its proper use and safety regulations through talks and field trips. We typically conduct our Learning Journeys programme more than 100 times a year, catering to some 5,000 Primary and Secondary school students. Our Customer Relations officers also conduct weekly safety talks that reach out to more than 70,000 students yearly.

For the fourth consecutive year, we worked with the National Library Board on the "Great Singapore Stories", a programme to encourage the young to cultivate the habit of reading while commuting on the SMRT network. In this way, we hope young commuters will develop a lifelong love of reading and use their travelling time more meaningfully. In December 2004, a similar story-telling event was organised by SMRT and Eduplus Language Centre. This time, we sought to ignite the interest of the young in Chinese culture and language through a story telling session held onboard the Bukit Panjang LRT trains.

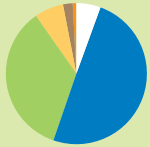
In FY2005, we once again demonstrated our support in the Community Safety and Security Programme initiated by the Singapore Police Force, Singapore Civil Defence Force and community leaders, to address issues of safety and security in local neighbourhoods.

International Relief

When the devastating tsunami of 26 December struck, SMRT acted swiftly to raise funds for victims through its extensive transport network. Commuters travelling on SMRT trains and taxis contributed about S\$580,000 while SMRT staff across its operations donated another S\$100,000 to the Singapore Red Cross Tidal Waves Asia Fund.



**HEADCOUNT BY
DIVISION/BUSINESS UNIT**



- Corporate Services
- Trains
- Buses
- Automotive Services
- Taxis
- Others

**STAFF PROFILE BY
COMPLETED YEARS
OF SERVICE**



- < 1
- 1 - 3
- 4 - 6
- 7 - 10
- 11 - 14
- ≥ 15

Our People

SMRT is truly a people business. In our operations, we are committed to enhancing the lives of the commuters we serve. Within our organisation, our people are prized as being the key to our future success. Developing our human capital will empower us to forge ahead with our business and deliver greater value to our shareholders.

A Learning Environment

In FY2005, we worked towards our goal of a high performance culture by creating a learning environment replete with training opportunities for all staff. These training programmes were based on set objectives and business imperatives. Our intent was to develop the mission-critical capabilities and cross-functional skills that would enable our people to truly excel in their jobs.

To encourage lifelong learning, we have extended our staff sponsorship programme to include all levels of continuing education up to post-graduate Masters programmes.

Leadership renewal is key to the continued viability of SMRT. During the year, we laid the groundwork for our future leaders by making executive education programmes available to our top performing, high potential staff and by exposing them to decision-making and leadership opportunities. Through these efforts, we nurture strategic leaders with the highest standards of integrity.

Embracing Our Vision

During the year, earlier efforts to foster a common SMRT identity and vision across all our business units started bearing fruit. Our unique corporate identity was clearly demonstrated through new, standardised uniforms for frontline staff across our rail, bus and taxi operations. We also embarked on various programmes to reinforce this new, unified identity. These initiatives included redesigning our staff passes and the rebranding of our buses and taxis.

The year in review saw us moving towards a customer service culture that flows through to every aspect of our organisation. We have been building up our staff capabilities to provide excellent service through the eyes of our customers.

We continued to be fair and equitable in appraising staff performance. Our annual performance review process has been streamlined. A stronger link between performance and rewards has also been established in our remuneration policies.

Our forward-looking approach to corporate-wide change management received a resounding endorsement at the HRM Awards Singapore 2005 when we received an award for Best Change Management Practices.

Looking After Our People

We are committed to helping our people achieve their professional aspirations through a fulfilling career with SMRT. To ensure that the organisation remains dynamic, we have ensured that qualified people are placed in the right roles throughout the organisation.

Effective communication with staff is a vital building block of people development. Group dialogue sessions with staff and management were conducted regularly to explain changes and gather feedback. In the coming year, we will focus on platforms for timely information dissemination, staff feedback and suggestions.

In the year under review, SMRT saluted its loyal and hardworking staff through award ceremonies that honoured 977 staff with Long Service Awards. Our people also proved to be role models in the wider labour market. A total of 560 staff members won Excellent Service Awards, out of which 29 won the Star Awards and one outstanding individual received the prestigious Superstar Award – the highest honour under the Excellent Service Award. In addition, 25 staff and taxi hirers earned the highly coveted NTUC Model Workers Award.

At SMRT, we are keenly aware that our people are the critical element in our service to the public. During the year, there was no let up in our efforts to promote employee well-being. The earlier success of our “Employment has its Privileges” programme led us to create customised promotions such as holiday packages and festive specials that became a hit with staff.

To create a harmonious work-life balance, SMRT has made available to its staff the facilities of its Sports and Recreation Club, organised events such as health talks and our Annual A.C.T.I.V.E Day. For our efforts in promoting employee well-being, SMRT won the Singapore Health Award (Silver) 2004. In FY2005, 3,000 staff and hirers lived it up at our annual Dinner & Dance based on the theme “Mission Possible.”

Leveraging IT And Building Bonds

At SMRT, we go all out to harness myriad possibilities of IT to improve our working lives. Our integration efforts have improved workflow through the centralisation of IT staff, the consolidation of our hardware and investments in the latest technology. These moves facilitate access to accurate, real-time information critical for business decisions.

Industrial relations are an essential building block of enlightened human resource management. To build a stronger bond between the management and the union, a series of manager-union retreats were organised. These retreats created many opportunities for interaction and mutual understanding across the ranks.

Our Commitment to Best Business Practices

To keep faith with our shareholders and business partners who have put their trust in us, we at SMRT strive to set the industry standard for business integrity, excellence and success.

Our commitment to the highest standards of ethical business practices is enshrined in our “Code of Business Ethics and Conduct”.

To provide employees with the legal and ethical guidance in situations where ethical decisions have to be made, we launched a structured ethics program. A written code of business ethics and conduct was developed to serve as a compass to guide employees and management in their business decisions and conduct. Briefing sessions were held to help employees understand and apply the Code. Effective communication channels were established, including an Ethics hotline direct to the President and CEO, and an Ethics intranet website. These channels allow employees to seek clarification on the Code and to report suspected cases of non-compliance or violations of the Code.

At SMRT, management and employees alike take pride in living out our core values and the Code of Business Ethics and Conduct to achieve our vision of “Moving People, Enhancing Lives”.

STAFF PROFILE BY QUALIFICATION



- Professional/ Degree & above
- Diploma
- GCE*
- Others

* Includes 'A', 'O', 'N' level & NITEC qualification

STAFF PROFILE BY AGE GROUP



- < 31
- 31 - 40
- 41 - 50
- ≥ 51

