

# Moving People with *Tomorrow* in Mind

Sustainability Report 2021/2022





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# About this Report

SMRT Corporation Ltd (SMRT) is a multi-modal transport company. We manage and operate train services on the North-South Line, the East-West Line, the Circle Line, the new Thomson-East Coast Line and the Bukit Panjang Light Rail Transit. We offer public bus transport services, private hire transport services through our taxi fleet, electric Mobility as a Service (eMaaS) as well as commercial real estate and media advertisement services.

As a public transport service provider, we have a responsibility to our community to provide a safe, reliable and sustainable transportation system. We have therefore continuously embedded sustainability considerations into all we do and are currently working on various initiatives to care for our people, our stakeholders, and the planet with the respect they deserve.

This is the second sustainability report by SMRT for our business operations in Singapore for the financial year 1 April 2021 to 31 March 2022 (FY2022). The inaugural report was published in 2016.

## Reporting Scope and Boundaries

This report is meant to share about our commitment to being a sustainable organisation. We will describe our approach to sustainability, targets set, and initiatives related to Environmental, Social and Governance (ESG) aspects. We will also present our ambitions and how we intend to continue to raise the bar (e.g., following TCFD recommendations, committing to SBTi, etc.) going forward.

This report covers SMRT's performance for FY2022, unless otherwise stated. It covers business units and operations under SMRT with greater focus on SMRT's public transport

service operations, that is, SMRT Trains and SMRT Buses. This is followed by other non-public service subsidiaries such as Strides and Stellar Lifestyle.

## Reporting Framework

This report has been prepared in accordance with the Global Reporting Initiative 2016 ("GRI") Sustainability Reporting Standards, core option. The GRI Content Index can be found on pages 45-46.

We are also committed to the relevant United Nations Sustainable Development Goals (UN SDGs) and ensure we are aligned to the United Nations Global Compact (UN GC) Ten Principles in the way we operate. The UN GC Content Index can be found on page 47.

## Assurance

We believe in upholding accountability and transparency in the disclosure of our sustainability information. While the content of this report has not been externally validated by an independent party, our internal auditors have validated specific employee-related data in the Sustainability Report. The Group is planning to seek external assurance for our sustainability information for future reporting exercises.

## Feedback

Driven by our continuous improvement Kaizen mindset, we welcome your feedback on our Sustainability Report and any aspect of our sustainability performance, including any possible areas of improvement as we strive to progress on our sustainability journey. Please reach us at [sustainability@smrt.com.sg](mailto:sustainability@smrt.com.sg).

## Our Vision, Mission and Core Values

01

Our Vision

**Moving People, Enhancing Lives**

02

Our Mission

**To deliver a public transport service that is safe, reliable, and commuter-centred**

03

Our Core Values

- **Respect** for People, Communities and Environment
- **Integrity** to fulfil sustainability obligations
- **Safety** and **Service** with responsible policies and practices
- **Excellence** with a Kaizen mindset and constantly innovating

## Message from the Chairman and Group CEO

**Seah Moon Ming**  
Chairman



**Ngien Hoon Ping**  
Group CEO



### SMRT's Sustainability Journey

In 2016, SMRT published its inaugural Sustainability Report to communicate to stakeholders our sustainability goals, efforts and progress. Over the last six years, we have enhanced rail safety & reliability and expanded service offerings to commuters and communities.

As a Public Transport Operator (PTO), we are responsible stewards of key public transport infrastructure. By integrating Environmental, Social and Governance (ESG) criteria into our businesses, operations, and services, we can create greater value for stakeholders, commuters, and communities. In essence, SMRT has committed to “Do Right, Do Good and Do Well”.

In 2021, our Board identified ESG as one of the strategic imperatives of SMRT. In May 2021, we established a Board Sustainability Committee, chaired by Ms Judy Lee, to focus on sustainability hygiene, controls, and practices. Mr Gan Boon Jin was also formally appointed as Chief Sustainability Officer in July 2021. To prepare for this Report, we embarked on a comprehensive materiality assessment and stakeholder engagement exercise in early 2022 that resulted in the identification of eight key material topics and 20 sub-topics.

### Environment – Towards a Net Zero Company

As the major rail operator in Singapore, we provide the greenest and most sustainable mode of public commute. We are committed to halving our 2010 greenhouse gas emissions by 2030 and in the longer term, to achieve Net Zero by 2050 to support Singapore's climate ambition. Sustainability is part of our business & operations, and we aim to secure a greener and more sustainable environment for future generations.

Recognising that sustainability can also become a source of lasting competitive advantage and value creation, we re-imagined the business of electric Mobility as a Service (eMaaS) by establishing the eMaaS end-to-end solution and Ecosystem. This ecosystem serves to help businesses decarbonise, digitalise and be data driven. In addition, SMRT Buses and Land Transport Authority (LTA) rolled out 11 electric buses powered by pantograph chargers.

We are also on track to electrify our entire taxi fleet by 2026, starting with the launch of our first batch of MG5 electric taxis in August 2021. A fully electric taxi fleet will reduce our greenhouse gas emissions by about 15,000 tonnes CO2 per year. We aim to replace all our operational ICE (Internal Combustion Engine) vehicles with greener electric vehicles by 2030.

Renewable energy and upcycling are two tenets of our environmental sustainability efforts. SMRT will continue to increase usage of renewable energy, especially solar energy. Solar photovoltaic (PV) systems were installed at Bishan Depot (2016), Tuas West Depot (2017) and Mandai Depot (2017) to meet the depots' operational energy needs. By FY2024, we plan to increase the solar energy output in Bishan Depot by 150%. With this expansion, the total solar energy output at our 3 large depots will be close to 7,000 MWh per year, which is equivalent to powering over 1,500 four-room HDB flats per year.

Working with LTA, we upcycled decommissioned train seats and handrails as benches and safety handrails in 15 town councils. This project will convert 1,500 MRT seats into benches for void decks and other communal locations, as well as 1,400 handrails into safety handrails for less mobile residents, giving these parts a useful second life. By 2025, about 14,400 kg of reinforced plastics, metals and other hard-to-recycle materials will be upcycled instead of being sent to the scrapyards.

### Social – Care for Commuters & Communities

SMRT's mission of *Moving People, Enhancing Lives* drives our service delivery. In April 2021, we launched Go-To SMRT, an initiative to better serve commuters and communities in the precinct of our stations. This initiative encourages everyone to embrace SMRT-operated transport nodes as the place they turn to for their common needs such as wayfinding, first aid and locating missing people. In addition, our 17 MRT stations and 3 bus interchanges serve as Dementia Go-To Points, where our trained employees can identify, provide necessary assistance, and help reunite dementia persons with their caregivers. By the end of 2022, all MRT stations and bus interchanges operated by us will be ready as Dementia Go-To Points. In recognition of our efforts to enhance public

transport network inclusivity, Go-To SMRT received the UITP (*L'Union Internationale des Transports Publics*) Marketing Campaign Award in February 2022. The award inspires us to continue innovating our service offerings to benefit more commuters and communities.

SMRT is the first public transport operator in Asia to deploy NaviLens, an application to aid visually impaired commuters in their navigation. Launched at Woodlands Integrated Transport Hub (WITH), the app reads out information such as general direction and current location when a user scans the coloured marker tag. NaviLens will be expanded to all SMRT-operated bus interchanges by the end of 2022.

To enhance commuter safety, a total of 231 escalators across 42 MRT stations on the North-South and East-West lines (NSEWL) were refurbished between 2016 and 2022. The upgraded escalators operate at dual speeds to make it safer for use by children and elderly, they also have new safety features such as missing step sensors, traffic light indicators, floorplate switches, handrail speed monitoring and skirt deflectors.

During COVID-19, the health of employees and commuters was of utmost concern to us. We are heartened that no major cluster were formed in our workplaces and transport network, and we delivered rail and bus services according to mandated schedules. As Singapore transitions to living with COVID-19, we will continue to encourage commuters to mask up properly to protect themselves and others while travelling in our network.

SMRT firmly believes that business is a force for good. As part of our corporate social responsibility, we launched the inaugural *Tap For Hope* project in January 2022 on a limited scale due to COVID-19 restrictions. The fundraising initiative was held at Paya Lebar, HarbourFront and Jurong East MRT stations in partnership with the President's Challenge. Donors scanned the provided QR code to make a direct donation to the President's Challenge; more than \$40,000 was raised in six weeks for a good cause.

To transform our stations into community spaces, we have pioneered placemaking projects with our community partners. In June 2022, we launched *Comic Connect* programme at one

“We are determined to create a Zero Safety Incident operating environment for all in SMRT.”

of our oldest MRT stations – Toa Payoh MRT station, and this will be expanded to 35 SMRT-operated MRT stations island-wide to commemorate SMRT Trains' 35th anniversary. Under this programme, SMRT Trains collaborated with the local art community to install heritage-themed, comic-styled wall murals to bring to life the unique stories of the local communities around Toa Payoh. We hope that these stories will inspire commuters and communities to forge closer ties with our MRT stations and strengthen overall social cohesion. Through placemaking, our MRT stations will become the heartbeat of every community we serve.

### Social – Safety, Training and Well-being of Employees

Safety is of paramount importance to SMRT; it is one of our core values. Safety includes keeping our employees safe, especially during COVID-19. Though our workplace injury rate in FY22 was below the national standard, there were 492 incidents and 1 workplace fatality in 2021. Every accident is one too many.

To show that safety is not just about safety processes, systems, and governance framework, we stepped up our Gemba walk on the ground, to remind all employees to “Think Safety, Work Safely, Go Home Safe”. We also reinforced Kaizen for Safety to eliminate safety problems, boost employee morale and attain higher productivity. We are determined to create a Zero Safety Incident operating environment for all in SMRT.

“Sustainability is part of our business & operations, and we aim to secure a greener and more sustainable environment for future generations.”

To entrench a strong safety culture in the organisation, we launched the Trains Safety Culture 2.0 in April 2022. Under this initiative, Safety is reinforced and introduced as the first “S” in the 6S *Kaizen* methodology. We invited world-leading safety expert, Professor Patrick Hudson, to conduct a comprehensive review of SMRT Trains’ safety processes and systems. Professor Hudson has been working with us to achieve best-in-class safety standards that are comparable to those of the aviation and oil & gas industries.

SMRT is a learning organisation which facilitates employee learning to enhance their competencies. Anchored on the 3E (Experience, Exposure, Education) Framework, we provide opportunities for our employees to develop specialised and cross-discipline competencies.

For example, our Train Service Controllers pick up theoretical knowledge about the new signalling system in the classroom and apply the knowledge in day-to-day work situations with mentorship from their supervisors. There is also a diverse suite of in-house development initiatives to

educate employees on SMRT Core Values and leadership competencies.

To provide a strong pipeline of workforce and talent, we signed an MOU with five Polytechnics in September 2022 to deepen our commitment to provide good jobs and learning opportunities to the next generation of public transport employees. We also provide financial and other forms of support to employees who attend industry-related programmes at these Institutes of Higher Learning.

Our employees are at the heart of everything we do, and we are committed to caring for their physical and mental well-being. Since the start of COVID-19 in 2020, we have distributed face masks, hand sanitisers and Antigen Rapid Test kits to employees periodically and kept them updated of the latest situation and measures.

We have also shared information on mental health and wellness issues and enhanced our Flexible Benefits scheme to cover psychological counselling services. Beyond the pandemic, we are planning to engage a dedicated counselling service provider for our employees and promote preventive health care by re-launching the annual health screening exercise.

### Governance – Key to Sustainability

Good corporate governance is key to maintaining accountability and personal, system and organisation integrity. Our corporate guidelines and practices are regularly reviewed and updated to maintain relevancy and currency. Considering our sustainability focus, we have integrated ESG risks into our Enterprise Risk Management (ERM) Framework to minimise business costs, improve regulatory compliance and avail ourselves to green financing.

We also expand our sustainability strategy through procurement, by partnering with strategic suppliers to drive our common ESG agenda and targets. To ensure an alignment of interests, employee remuneration plans have been reviewed and recalibrated to incorporate ESG targets.

By doing so, we have embraced the concept of doing well by doing good, as strong ESG performance is a key contributor to sustainable financial performance.

To sustain stakeholder trust and gain a competitive edge, SMRT successfully achieved the certification of Anti-bribery Management System under ISO 37001 in May 2022. Under this Management System, processes are established to detect, manage and prevent bribery within the organisation, thereby mitigating bribery risks and creating a company culture of integrity.

### The Road Ahead

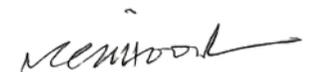
The Singapore government has set its sight to achieve net zero emissions by 2050, while our shareholder Temasek Holdings aims to achieve net zero portfolio carbon emissions by 2050. As part of Temasek’s group of companies, SMRT is aligned and committed to this target.

Our sustainability journey over the last six years would not have been possible without the strong support from committed employees, Management and Board. We shall persevere and strive to be a responsible stakeholder in the communities we serve, for the betterment of *our people, our nation, and our planet*.

We are thankful to the Ministry of Transport, the LTA, Temasek Holdings, Unions, and other stakeholders for their continued support as we continue with our sustainability journey of *Moving People, with Tomorrow in Mind*.



**Seah Moon Ming**  
Chairman



**Ngien Hoon Ping**  
Group CEO

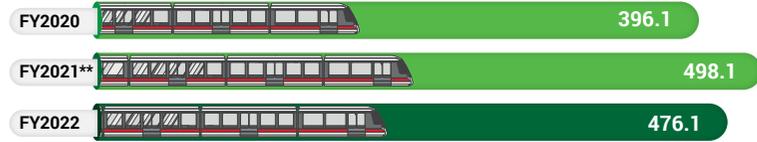
# SMRT in Brief

## Highlights

### Environmental

#### Emission intensity – Trains (tCO<sub>2</sub>e/\$m Trains revenue\*)

Scope 1 + 2 (Trains)



\* Trains revenue recorded: \$754.7M (FY2020); \$599.8M (FY2021); \$645.5M (FY2022)  
 \*\* Reflects the impact of COVID-19

#### Greenhouse Gas Emissions (tCO<sub>2</sub>e)

Scope 1 (Direct Emissions)



Scope 2 (Indirect Emissions from Electricity)



Greenhouse Gas Emissions (tCO<sub>2</sub>e) (12-month period)  
 Total Scope 3: 235,315 (12-month period)

#### Energy Consumption by Energy Type (kWh)



Electricity Purchased (kWh)  
 ● FY20: 721,623,070  
 ● FY21: 723,475,468  
 ● FY22: 745,916,371



Renewable Electricity Generated (kWh)  
 ● FY20: 1,331,887  
 ● FY21: 1,164,129  
 ● FY22: 1,197,544

#### Fuel Consumption by Fuel Type (Litres)



Non-Renewable Fuels (Diesel)  
 ● FY20: 54,930,012  
 ● FY21: 49,047,874  
 ● FY22: 38,669,098



Non-Renewable Fuels (Petrol)  
 ● FY20: 10,557,459  
 ● FY21: 6,270,193  
 ● FY22: 6,617,825

#### Fleet Count

Buses

## 952 BUSES

8 Diesels

17 Electric buses  
 (Comprising 11 Linkker, 6 single and double-decker buses)

927 ICE buses

#### Water Used

Total Water Withdrawn by Source (megalitres)

Utilities (Municipal)



Taxis

1,400 Prius, fully hybrid taxi fleet



300 Electric vehicle (EVs)  
 aiming at full EV taxi fleet by 2026



#### Rainwater Harvesting

Approximately 500 litres of freshwater for each train wash and a total of

## 29,000 litres of freshwater saved per day



# SMRT in Brief

## Highlights

### Social

All our buses are

**100%** wheelchair accessible



### Workplace Safety

Workplace Injury Rate (WIR) per 100,000 Employees



### Kaizen Projects

Total no of projects



### Total savings



### Diversity Metrics

● % increase from FY20 to FY21

● % increase from FY21 to FY22



### Training Hours



### Donations, Sponsorships, Volunteer Hours



**>\$2m**  
Donation and in-kind sponsorship



**523**  
hours  
Volunteering hours

### Governance

Anti-corruption & Anti-bribery



**Zero**  
Cases  
of corruption/  
bribery

Awarded ISO 37001  
(Anti-bribery Management Systems)

Cybersecurity and Data Privacy



**Zero**  
Cases  
of cybersecurity  
breaches

# Awards and Achievements



## Environmental

### Local

**Best Land Transport Operations and Maintenance Initiatives (Merit Award): Predictive Decision Support System – SMRT Trains Ltd**  
Land Transport Excellence Awards 2022, Land Transport Authority

Sports Hub, including Kallang Wave Mall, is awarded the **Gold Plus Green Mark** by the Building and Construction Authority from 26 July 2021 to 26 July 2024.

**Eco Office Plus Certification (Kranji and Woodlands bus depots)**  
Singapore Environmental Council

### International

**Productivity Category – SMRT Trains Ltd**  
International Union of Railways (UIC) Digital Awards 2021

## Social



### Local

**Partner of Labour Movement – SMRT Taxis Pte Ltd**  
May Day Awards 2021, National Trades Union Congress

**Best Community Inclusive Project: Go-To SMRT**  
Land Transport Excellence Awards 2022, Land Transport Authority

**Best Service Partner (Service Delivery)**  
Land Transport Excellence Awards 2022, Land Transport Authority

**Outstanding Service Individual, Public Transport (9 winners)**  
Land Transport Excellence Awards 2022, Land Transport Authority

**Bronze Award: Enhanced Safety and Security Features of Forklift Operations**  
Workplace Safety and Health Innovation Awards for Logistics & Transport Sector 2021, Singapore Logistics Association and Workplace Safety and Health Council

**Customer Service Excellence for Transport: Ms Gowri D/O Veren – SMRT Trains Ltd**  
Singapore Tourism Awards 2021, Singapore Tourism Board

**Outstanding Award (12 winners)**  
The National Kindness Award – Transport Gold 2021, Singapore Kindness Movement

**Distinguished Friend of Singapore Red Cross Award**  
Singapore Red Cross Awards 2020/21

**Friend of the Arts Award**  
Patron of the Arts Award 2021, National Arts Council

**Charity Award (Charity Silver) – SMRT Corporation Ltd**  
Community Chest Awards 2021, National Council of Social Service

### International

**Marketing Campaign: Go-To SMRT – SMRT Corporation Ltd**  
International Association of Public Transport (UITP) Awards 2021, UITP



## Governance

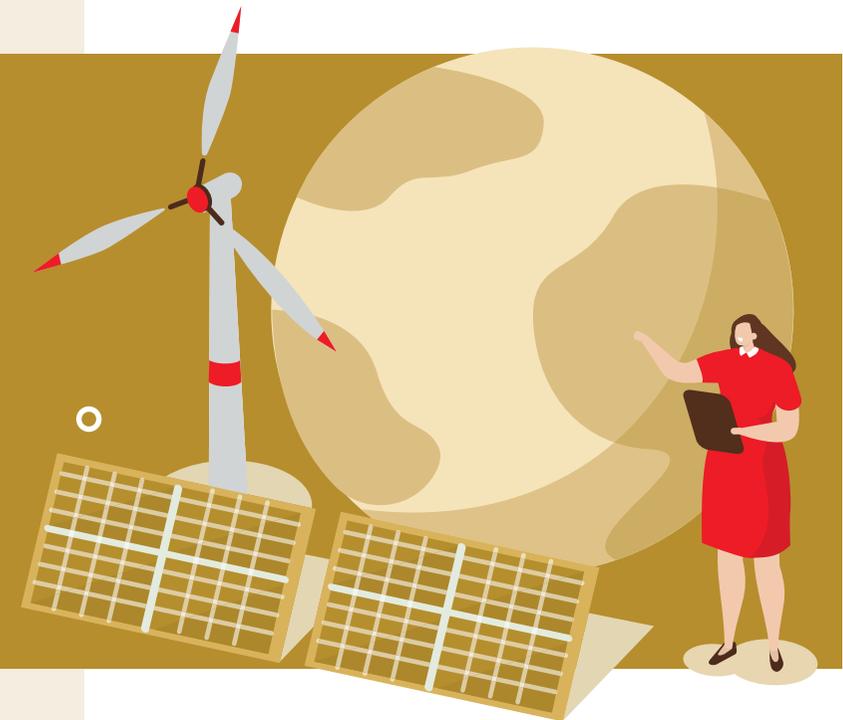
**ISO 37001 Anti-bribery Management System certification**



# 01

## Our Approach to Sustainability

- Statement by the Board Sustainability Committee
- Materiality Assessment and Stakeholder Engagement Approach
- Our Sustainability Framework
- Aligning and Contributing to the United Nations Sustainability Development Goals
- Engaging Our Stakeholders
- Sustainability Governance Structure



# Our Approach to Sustainability

## Statement by the Board Sustainability Committee

We live in a fast-paced world and are trying to tackle many challenges from combating macro-economic and technological disruptions to braving global uncertainties, and environmental pressures. We want to do what is right and good for our people, our planet and the communities around us.

As the operator of key transport infrastructure in Singapore, SMRT provides efficient and inclusive mobility means to serve the society, facilitate employment and contribute towards the building of sustainable communities. As the major rail operator in Singapore, we provide the greenest mode of commute and contribute to Singapore 2030 Green Plan.

To allow sharper focus on the sustainability agenda of the Group, the Board has set up a Board Sustainability Committee to oversee the Group's Environmental, Social and Governance strategies and initiatives.

As part of our Sustainability agenda, the Group has targeted halving the 2010 Greenhouse gas emission by 2030 and in the longer term, to achieve Net Zero by 2050, electrifying our vehicle fleet, improving diversity and inclusivity of our Board and workforce.

To enhance stakeholders' value, we aim to take the lead in enhancing the environment for better sustainability, not only in Singapore but also globally through our international businesses, with the electric taxi fleet as one of our new business initiatives. In 2022, SMRT achieved ISO 37001 certification, which demonstrated our commitment to zero bribery and corruption, and the highest ethical standards in business transactions.

We have made great strides to embed sustainability into our operations since 2016 when we issued our last sustainability report. This includes achieving a fully hybrid taxi fleet, building

upon our pilot photovoltaic (PV) system project to install more PV systems at existing SMRT depots, establishing green businesses through our eMaaS end-to-end solution offerings and our Go-To SMRT campaign, among many others.

We are proud to share about these achievements to date and consider it our responsibility to find solutions in areas where we see our business operations having the biggest impact on the environment, our own people, as well as the people and communities around us.

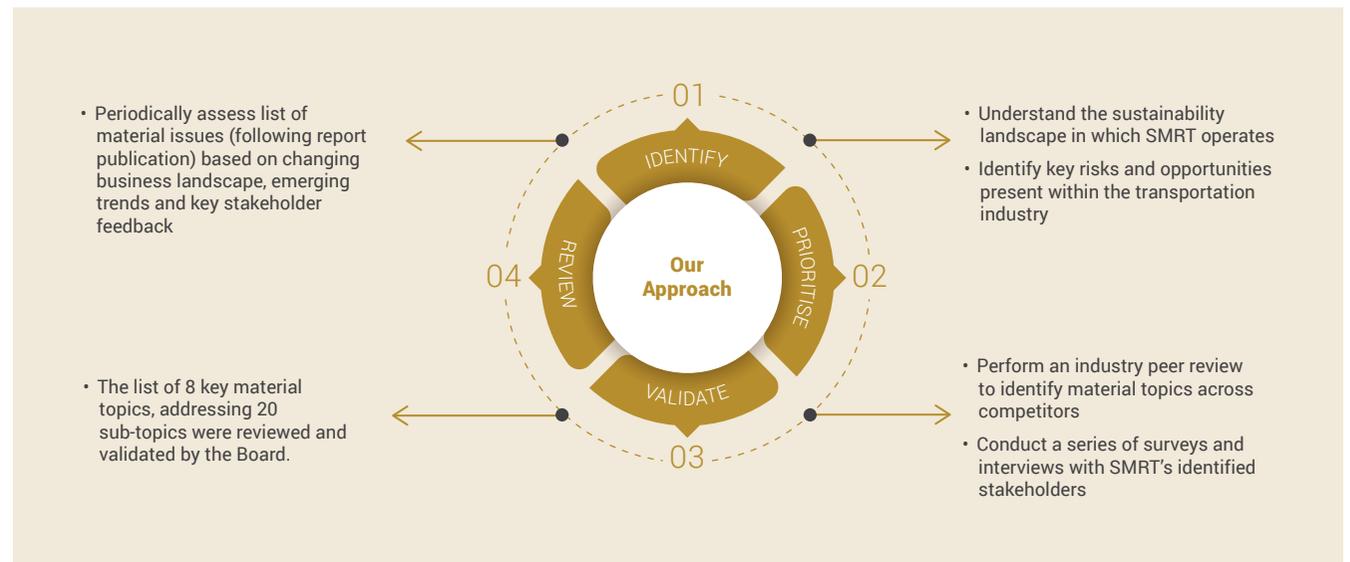
We believe that we must constantly look for ways to eliminate or reduce any negative impact we cause, contribute towards a more inclusive transportation system to stimulate a switch to

public transportation, so as to do our share in supporting the Singapore Green Plan and a more sustainable society.

## Materiality Assessment and Stakeholder Engagement Approach

To achieve a holistic view of material topics for SMRT, we undertook a materiality assessment exercise with an external consultant, together with our key internal and external stakeholders, to identify the material topics most relevant to us. This allows us to address our key stakeholders' expectations and concerns, and helps us identify and adapt to pressing sustainability issues and market needs.

### Our Approach to Materiality



## Stakeholder Interviews and Surveys

To achieve a balanced perspective of what our stakeholders felt was material to us, we engaged a wide range of internal and external stakeholders (as identified in the table below) through interviews, live and video conferences, online surveys, and desktop research.



### Internal Stakeholders

- **Senior Management & Functional Heads**
  - Group Chief Executive Officer
  - Deputy Group CEO & President, International
  - Chief Corporate Officer & Strategy Officer
  - President, Trains
  - President, Roads
  - Chief Sustainability Officer & President, Engineering
  - President, Experience
  - President, Strides Mobility Solutions
  - Group Chief Financial Officer
  - Chief Procurement Officer
  - Group Chief Human Resource Officer
  - Chief Communications Officer
  - Director, Human Resource
  - VP, Training
  - General Counsel & Company Secretary
  - Chief Audit Officer
  - Chief Safety & Security Officer
- **Employees**

### External Stakeholders

- **Key Clients**
- **Key Customers**
- **Key Investors**
- **Key Suppliers**
- **Media**
- **Regulators & Policy Makers**
- **Trade Unions & Associations**

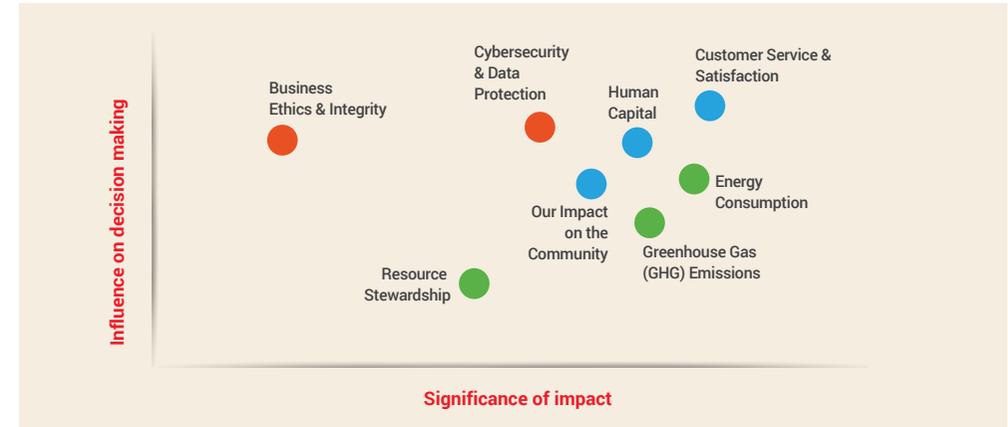
*Interviews - Live and Video Conference Discussions -  
Materiality Assessment Online Survey - Desktop Research*

## Results of Our Materiality Review

Based on the stakeholder interviews and surveys conducted, SMRT was able to further refine, assess and prioritise the potential environmental, social and governance issues. The materiality assessment resulted in eight key material topics, divided across the three pillars of ESG. Under the 8 key material topics, 20 sub-topics were identified to aid targeted efforts in SMRT's sustainability journey.

Focus material topics are topics that have gained more traction in recent years due to global developments, upcoming trends and new regulations. Meanwhile, foundational material topics are topics that historically have remained consistent and evergreen. Actions regarding these topics are already underway by SMRT and can be further streamlined to realign with our Group's sustainability priorities.

### Materiality Matrix



Priority	Key Material Topics	Material Sub-Topics
<b>Strategic Alignment</b> (Focus Topics)	Energy Consumption	
	Greenhouse Gas (GHG) Emissions	• Decarbonisation
	Human Capital	• Employee health and well-being
	Our Impact on the Community	• Local communities
<b>Reporting Essential</b> (Foundational Topics)	Business Ethics & Integrity	• Anti-corruption & anti-bribery • Regulatory compliance • Corporate governance & board diversity • Risk management
	Resource Stewardship	• Waste management and circular economy • Water
	Human Capital	• Employee engagement • Employee safety • Diversity & non-discrimination • Human rights & fair labour • Development of workforce
	Customer Service & Satisfaction	• Customer Service & Satisfaction • Public health & safety
	Our Impact on the Community	• Accessibility & inclusivity
	Cybersecurity & Data Protection	
	Business Ethics & Integrity	• Supply chain management

## Our Sustainability Framework

<p>Vision &amp; Mission</p>	<p style="text-align: center;"><b>Moving People, Enhancing Lives</b> To deliver a public transport service that is safe, reliable, and commuter-centred</p>							
<p>Governance</p>	<p style="text-align: center;"><b>ESG Governance</b></p>							
<p>Sustainability Pillars</p>	<p style="text-align: center;"><b>ENVIRONMENTAL</b> Green Businesses &amp; Operations</p>			<p style="text-align: center;"><b>SOCIAL</b> Sustainable Communities</p>			<p style="text-align: center;"><b>GOVERNANCE</b> Responsible Practices</p>	
<p>Material Topics</p>	<p><b>Greenhouse Gas (GHG) Emissions</b></p> <ul style="list-style-type: none"> <li>Decarbonisation</li> </ul>	<p><b>Energy Consumption</b></p> <ul style="list-style-type: none"> <li>As above</li> </ul>	<p><b>Resource Stewardship</b></p> <ul style="list-style-type: none"> <li>Waste management and circular economy</li> <li>Water</li> </ul>	<p><b>Human Capital</b></p> <ul style="list-style-type: none"> <li>Employee engagement</li> <li>Employee health &amp; wellbeing</li> <li>Employee safety</li> <li>Human rights &amp; fair labour</li> <li>Development of workforce</li> <li>Diversity &amp; non-discrimination</li> </ul>	<p><b>Customer Service &amp; Satisfaction</b></p> <ul style="list-style-type: none"> <li>As above</li> <li>Public health &amp; safety</li> </ul>	<p><b>Our Impact on the Community</b></p> <ul style="list-style-type: none"> <li>Local communities</li> <li>Accessibility &amp; Inclusivity</li> </ul>	<p><b>Cybersecurity &amp; Data Protection</b></p> <ul style="list-style-type: none"> <li>As above</li> </ul>	<p><b>Business Ethics &amp; Integrity</b></p> <ul style="list-style-type: none"> <li>Anti-corruption &amp; Anti-bribery</li> <li>Regulatory compliance</li> <li>Corporate Governance &amp; Board Diversity</li> <li>Risk Management</li> <li>Supply Chain Management</li> </ul>
<p>Targets</p>	<ul style="list-style-type: none"> <li>By 2023, target 1% reduction in GHG emissions from FY22</li> <li>By 2025, target 5% reduction in GHG emissions from FY22</li> <li>Reduce net carbon emissions to 50% of 2010 levels by 2030</li> <li>Achieve <b>Net Zero</b> Carbon Equivalent by 2050</li> <li>Invest \$200 million in sustainable mobility converting SMRT's vehicle fleet to green vehicles by 2030</li> <li>Full electrification of taxi fleet by 2026</li> </ul>	<ul style="list-style-type: none"> <li>Obtain BCA's Green Mark for all the buildings that SMRT would erect</li> <li>Increase solar generation by FY23 [Trains projected 570 MWh by FY23 (not inclusive of joint tender with LTA)]</li> </ul>	<ul style="list-style-type: none"> <li>By 2023, target 5% reduction on water consumption from FY22</li> <li>By 2023, target 15% reduction on paper consumption from FY22</li> </ul>	<ul style="list-style-type: none"> <li>Zero workplace fatalities</li> <li>To achieve Workforce Engagement Survey (WES) score at Singapore norm level</li> <li>Baseline of 45 hours of average learning hours per staff in FY22</li> <li>Achieve 20% female representation in Board and Senior Management by 2025</li> </ul>	<ul style="list-style-type: none"> <li>Zero passenger fatalities</li> <li>Improved Customer Satisfaction Scores</li> </ul>	<ul style="list-style-type: none"> <li>Expand Adopt-A-Station (AAS) programme to include Thomson-East-Coast Line (TEL) stations</li> <li>Organise 20 AAS and 3 AAI activities in FY23</li> <li>Comic Connect mural at 35 stations by FY24</li> <li>All SMRT stations and bus interchanges to be Go-To SMRT by end of CY2022</li> </ul>	<ul style="list-style-type: none"> <li>Zero major cybersecurity breach and loss of data</li> </ul>	<ul style="list-style-type: none"> <li>Maintain zero cases of fraud and corruption</li> <li>Adhere to best practices in corporate governance and ethics</li> <li>Achieve ISO 37001 certification for key operating business units</li> </ul>
<p>Ambitions</p>	<ul style="list-style-type: none"> <li>TCFD alignment</li> <li>Commit to SBTi</li> </ul>			<ul style="list-style-type: none"> <li>Strive to be employer of choice</li> <li>Strive for zero injury rates</li> <li>Customer satisfaction scores above industry average</li> <li>Build affinity to engage beyond our Commuters to serve our Community</li> </ul>			<ul style="list-style-type: none"> <li>Uphold exemplary corporate governance practices through proper accountability, robust systems of checks and balances, and transparency in reporting</li> <li>Inculcate an ethical culture and conduct our business with integrity</li> </ul>	
<p>UN SDGs Alignment</p>								
<p>Values</p>	<p style="text-align: center;">Respect</p>		<p style="text-align: center;">Integrity</p>		<p style="text-align: center;">Safety &amp; Service</p>		<p style="text-align: center;">Excellence</p>	
<p>Guiding Principles</p>	<p style="text-align: center;"><b>“Good Today, Better Tomorrow”</b></p>							

### Our Approach to the Sustainability Framework

Our aim is to deliver a public transport that is safe, reliable and commuter centred, as well as to continually improve our sustainability performance and impact. To better articulate how we embed sustainability into our business operations at both the strategic and operational levels, we have developed a Sustainability Framework based on 3 core pillars, Green Business & Operations, Sustainable Communities and Responsible Practices.

Our framework was informed by peer analysis, industry benchmarking and sustainability trends and developments that are impacting our company and stakeholders. It is also aligned to the relevant United Nations Sustainable Development Goals (UN SDGs), and the United Nations Global Compact (UN GC) ten principles. Underpinning the framework is our Sustainability Governance providing oversight on the

development and implementation of initiatives to achieve our targets, with Kaizen as our guiding principle.

We adopted Kaizen in 2018 to pursue collective and continuous excellence. Kaizen is integrated in all we do, and we have expanded our Kaizen thinking to improving our ESG performance in areas such as environment conservation, resource consumption, waste reduction, inclusive mobility and improving governance.

Internal Kaizen training at all levels were already updated with the added enhancements on ESG. With our longstanding Kaizen training partner, A\*Star Smartlab, our senior leaders would also go through their trademarked OMNI (Operations Management Innovation Methodology) Programme with ESG elements incorporated. As a result, sustainability is intrinsic to our business at both the strategic and operational levels today. We have therefore invested heavily over the years, to

develop and sustain our professional workforce, deepen their competencies and continually inculcate service excellence and customer centricity.

### Aligning and Contributing to the United Nations Sustainability Development Goals

We want to provide our commuters and communities with a safe, reliable, and comfortable travel experience. We also strive towards becoming an industry leader in environmental stewardship and contributing to a fair and more inclusive community.

This is reflected in our three core pillars and also in the way we align and contribute to the UN SDGs:

Pillar	UN SDG	Material Topic	UN SDG 2030 Targets
Green Businesses & Operations	 Goal 7	• Energy consumption	Target 7.1 - By 2030, ensure universal access to affordable, reliable and modern energy services. Target 7.2 - By 2030, increase substantially the share of renewable energy in the global energy mix. Target 7.a - By 2030, enhance international cooperation to facilitate access to clean energy research and technology, including renewable energy, energy efficiency and advanced and cleaner fossil-fuel technology, and promote investment in energy infrastructure and clean energy technology.
	 Goal 12	• Water • Waste management and circularity	Target 12.5 - By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse. Target 12.6 - Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle.
	 Goal 13	• Greenhouse Gas Emissions and Air Pollution	Target 13.3 - Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning.
Sustainable Communities	 Goal 3	• Employee health & well-being • Public health & safety	Target 3.8 Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all.
	 Goal 4	• Development of workforce	Target 4.4 - By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship.

Pillar	UN SDG	Material Topic	UN SDG 2030 Targets
Sustainable Communities	 Goal 5 & 10	• Diversity & non-discrimination • Accessibility & inclusivity • Corporate governance & board diversity	Target 5.1 - End all forms of discrimination against all women and girls everywhere. Target 10.2 - By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status.
	 Goal 8 & 11	• Diversity & non-discrimination • Employee engagement • Local communities • Customer service & satisfaction	Target 8.8 - Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment. Target 11.2 By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons.
	 Goal 12	• Supply chain management	Target 12.7 - Promote public procurement practices that are sustainable, in accordance with national policies and priorities.
Responsible Practices	 Goal 12	• Supply chain management	Target 12.7 - Promote public procurement practices that are sustainable, in accordance with national policies and priorities.
	 Goal 16	• Anti-corruption & Anti-bribery • Regulatory compliance • Risk management • Corporate governance and board diversity • Cybersecurity and data privacy	Target 16.4 - By 2030, significantly reduce illicit financial and arms flows, strengthen the recovery and return of stolen assets and combat all forms of organised crime. Target 16.5 - Substantially reduce corruption and bribery in all their forms.

## Engaging Our Stakeholders

Key stakeholders, such as our Employees, Customers, Media, Shareholder, Partners & Suppliers, Community & Grassroots, Regulators, Trade Unions and Associations are defined as groups that can reasonably impact or be impacted by our activities and operations.

At SMRT, we engage our stakeholders on a regular basis through different platforms of on-going communication and engagement to determine what matters most to them and their expectations. Through the stakeholder engagement, we are able to take proactive actions in addressing their needs.

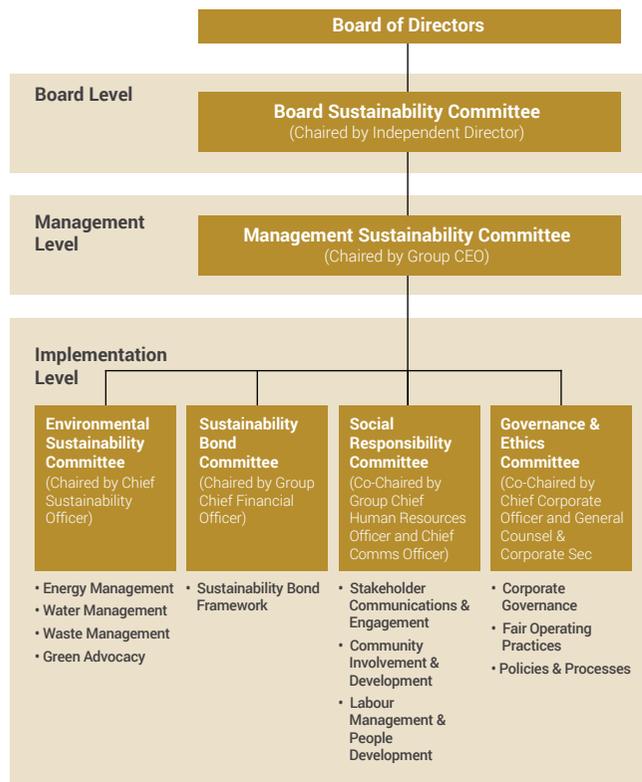
Stakeholder	Engagement Platforms	Stakeholder Expectations	How We Responded
<b>Employees</b>	<ul style="list-style-type: none"> <li>Communication channels (e.g., Workplace, Employee Circulars/Regular townhalls/Leaders-in-Conversation and ground visits by leaders</li> <li>Annual Workforce Engagement Survey</li> </ul>	<ul style="list-style-type: none"> <li>Employee safety</li> <li>Employee engagement</li> <li>Employee health &amp; well-being</li> <li>Development of workforce</li> </ul>	<ul style="list-style-type: none"> <li>Protected time, townhalls and dialogue sessions</li> <li>Workplace from Meta digital platform to provide employees a “voice” to connect with others in SMRT regardless of when and where they work</li> <li>Engagement activities with employees and unions</li> <li>Company-wide workforce engagement survey annually to listen and gather employees’ feedback and management to act on areas of concern noted.</li> <li>Training courses on Learning for Effectiveness, SMRT Core Values, Labour Management Relations etc. for Management and Unions</li> <li>Company-wide events and festive celebrations, as well as activities conducted by Sports &amp; Recreation Club, to provide opportunities for employees to interact with each other</li> <li>Safety, Service Excellence and Kaizen recognition awards for employees</li> <li>Work from home arrangements during COVID-19</li> <li>Regular Kaizen-Safety Gemba Walks by senior management</li> </ul>
<b>Customers</b>	<ul style="list-style-type: none"> <li>Social media (Facebook, Instagram, YouTube, Twitter, LinkedIn)</li> <li>Educational tours and community programmes</li> <li>Polls, festive greetings and publicity to engage community</li> <li>Feedback handling</li> <li>Information counters at bus interchanges / MRT stations</li> <li>Tenant engagement</li> <li>Digital booking platform (for Strides Limo, Strides Bus and Strides Care)</li> </ul>	<ul style="list-style-type: none"> <li>Public health &amp; safety</li> <li>Accessibility &amp; inclusivity</li> <li>Customer service &amp; satisfaction</li> <li>Fair leasing practices</li> <li>Raising awareness of environmental concerns</li> </ul>	<ul style="list-style-type: none"> <li>Close collaboration with social service agencies to upskill our employees in handling commuters with special needs</li> <li>Our WeCare service ethos to serve commuters better</li> <li>Customer feedback management through various sources and providing timely response to address feedback within assigned KPIs</li> <li>Checks to confirm employees are fully vaccinated against COVID-19 and supervised Antigen Rapid Test (ART) conducted weekly</li> <li>Stringent Safe Management Measures to curb spread of COVID-19</li> <li>Guidelines under the “Code of Conduct for Leasing of Retail Premises”</li> <li>Tenant awareness initiatives to reduce wastage and to use more green materials</li> <li>Monthly Environmental Content on Stellar Lifestyle’s Instagram page</li> <li>Rental support to Strides Taxi hirers as their income was affected by economic uncertainty and depressed ridership amid COVID-19</li> <li>Distribution of masks, hand sanitisers and Antigen Rapid Test (ART) test kits to Strides Taxi hirers to enable better protection for our drivers and those around them</li> <li>Conversion of training materials into online learning modules</li> <li>Professional training on the protocol of Personal Protective Equipment (PPE) and medical conveyance, safe distancing seating arrangements and disinfection of vehicles after each trip</li> <li>Launch of Strides online booking portal with a range of vehicles from limousines, London taxis and wheelchair accessible vans for convenient advanced airport bookings and point-to-point transfers</li> </ul>

Stakeholder	Engagement platforms	Stakeholder expectations	How we responded
<b>Media</b>	<ul style="list-style-type: none"> <li>Mainstream media releases on SMRT developments and initiatives</li> <li>Media queries</li> <li>Interviews for materiality assessment</li> </ul>	<ul style="list-style-type: none"> <li>Development of workforce</li> <li>Accessibility &amp; inclusivity</li> <li>Ethical and transparent business</li> </ul>	<ul style="list-style-type: none"> <li>Timely and proactive statements for major incidents</li> <li>Dedicated media hotline / email</li> <li>Face-to-face engagement or through virtual platforms</li> </ul>
<b>Shareholder</b>	<ul style="list-style-type: none"> <li>Corporate reporting</li> <li>Interviews for materiality assessment</li> <li>Regular engagements</li> </ul>	<ul style="list-style-type: none"> <li>Accountability and transparency</li> <li>Prioritisation of ESG risks and opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Adherence to Code of Corporate Governance 2018</li> </ul>
<b>Partners / Suppliers</b>	<ul style="list-style-type: none"> <li>Work closely with our partners and suppliers to ensure the smooth delivery of our services</li> <li>Interviews for materiality assessment</li> </ul>	<ul style="list-style-type: none"> <li>Partnerships and collaborations</li> <li>Technology innovation</li> <li>Supply chain management</li> </ul>	<ul style="list-style-type: none"> <li>Engagement of Suppliers on their technology roadmaps</li> <li>Requirement for all suppliers to comply with the Supplier Code of Conduct</li> <li>Cloud-based sourcing system enabling procurement transparency</li> <li>Conflict of Interest declaration requirements for all purchases and withdrawal from the evaluation and decision-making process</li> <li>Segregation of duties to ensure independent evaluation and minimise occurrence of errors or fraudulent transactions</li> </ul>
<b>Community &amp; Public</b>	<ul style="list-style-type: none"> <li>Educational tours and community programmes</li> <li>Volunteering opportunities and programmes</li> </ul>	<ul style="list-style-type: none"> <li>Accessibility &amp; inclusivity</li> <li>Local communities</li> </ul>	<ul style="list-style-type: none"> <li>Kim Chuan Depot and Mandai Depots Learning Journeys</li> <li>Expansion of Adopt-A-Station and Adopt-An-Interchange programme</li> <li>Engagement with Grassroots Advisers, Grassroots leaders, and residents through talks, roadshows and other activities at community centres or SMRT premises</li> <li>Collaboration with social service agencies to enhance the trainings of our frontline employees and conduct inclusive campaigns to raise awareness of the needs of vulnerable commuters</li> <li>Roll out of Go-To SMRT and NaviLens app for a more inclusive public transport network</li> <li>Employee volunteer opportunities</li> </ul>
<b>Authorities / Regulators</b>	<ul style="list-style-type: none"> <li>Regular meetings with regulators such as the Land Transport Authority</li> <li>Regulatory compliance reports</li> <li>Interviews for materiality assessment</li> <li>Industry consultations on emerging issues</li> </ul>	<ul style="list-style-type: none"> <li>Regulatory compliance</li> <li>Public health &amp; safety</li> <li>Employee safety</li> <li>Risk management</li> <li>Ethical and transparent business</li> <li>Decarbonisation</li> </ul>	<ul style="list-style-type: none"> <li>Review of operational, safety and security, performances including regular reports for compliance with licence requirements</li> <li>Constructive feedback when regulator needs to review existing/implement new policies</li> <li>Regular forums and platforms</li> <li>Tight oversight on key issues pertaining to safety and security standards, statutory and licence requirements, asset renewal programme, operational and maintenance management, and technology to optimise Design Build Operate &amp; Maintain (DBOM) collaborations</li> <li>Carbon footprint reduction measures</li> </ul>
<b>Unions</b>	<ul style="list-style-type: none"> <li>Cadence of management-union meetings</li> <li>Events and projects</li> </ul>	<ul style="list-style-type: none"> <li>Diversity &amp; non-discrimination</li> <li>Human rights/fair labour</li> <li>Employee safety</li> <li>Employee health &amp; wellbeing</li> <li>Development of workforce</li> </ul>	<ul style="list-style-type: none"> <li>Training courses on Learning for Effectiveness, SMRT Core Values, Labour Management Relations etc for Management and Unions</li> <li>Compliance of company policies/regulations with the TAFEP and Employment Act</li> <li>Inclusion of unions in various Company events/initiatives for buy-in and partnership, e.g., being safety champions to change mindset/influence behaviours</li> <li>Structured grievance handling policy</li> <li>Labour Management Retreat to foster collaborative relationship</li> </ul>

## Sustainability Governance Structure

To ensure transparency, SMRT has established a robust governance framework to closely guide and monitor our sustainability initiatives. Sustainability is a topic not only at Board level, but also throughout our organisation.

Our Board Sustainability Committee is responsible for overseeing and guiding the Group on the development and implementation of Sustainability strategies, investments, and initiatives, including policies, compliance systems, and monitoring processes, to ensure that the Group is performing and reporting in a manner consistent with leading sustainability industry practices.



Supporting and reporting to the Board Sustainability Committee is the Management Sustainability Committee which will initiate and oversee the implementation of the Group’s corporate sustainability practices. With strong governance in place and Kaizen at the heart of our culture, our aim is to create long-term value for our stakeholders by focusing on our core pillars, i.e. green business and operations, community engagement and development, and ensuring ethical and responsible business practices.

Last but not least, dedicated committees at the implementation level are responsible for initiatives such as SMRT’s escalator refurbishment project, a six-year \$47.3 million project that was completed in June 2022. A total of 231 escalators at 42 of Singapore’s oldest MRT stations were progressively upgraded over the last six years via this green business project, involving the removal, installation and replacement of more than 1,000 escalator parts and major components. New safety features such as handrail speed monitor that activates an emergency stop when a handrail slips from its groove are also added.

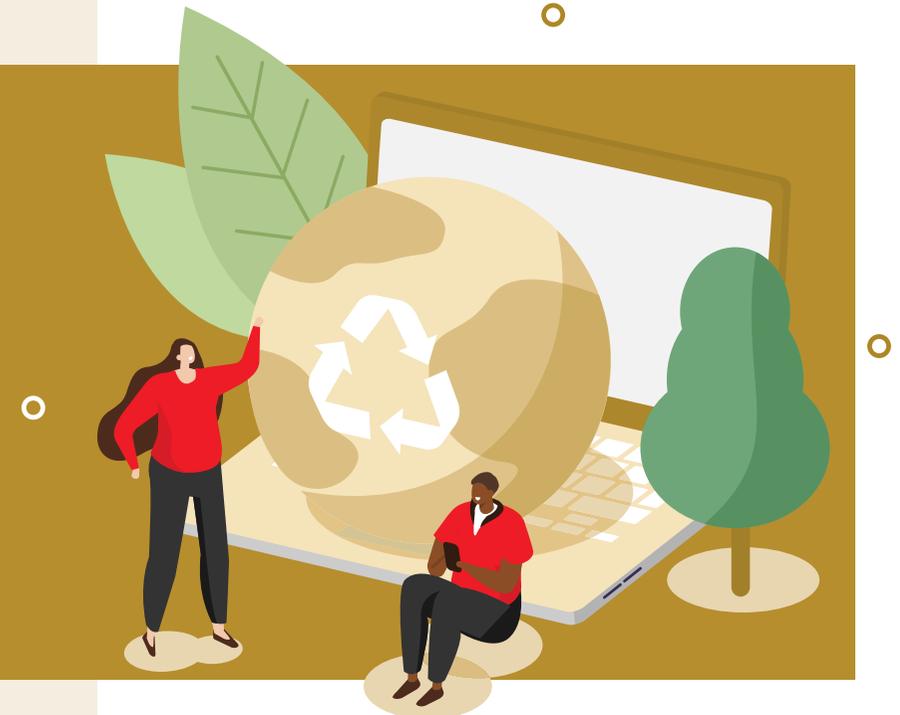
**Our approach to sustainability-related risk issues:** ESG-related risks are among the most significant risks facing businesses today and we believe that failure in managing these risks can lead to material business impacts. We have therefore incorporated sustainability issues and ESG-related risks into our Enterprise Risk Management (ERM) Framework to strengthen the cohesiveness of sustainability-related risk management. The framework provides a systemic approach to identify, assess, review, validate and prioritise ESG-related risks across all business units. The framework aims to achieve the following objectives:

- Mitigate accelerating sustainability issues through the consideration of ESG-related risks into ERM
- Align sustainability issues with ERM priorities through a common methodology for articulating ESG-related risks
- Improve decision-making and resource deployment
- Strengthen stakeholders’ confidence

# 02

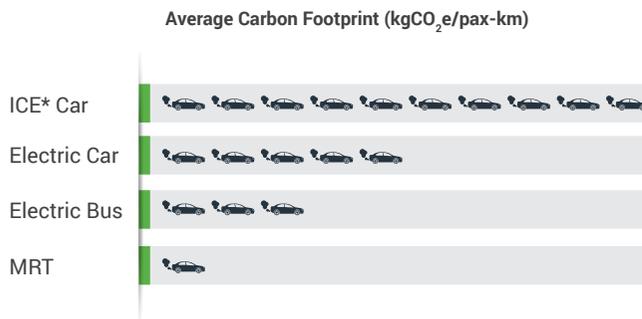
## Green Businesses & Operations

- Energy Consumption
- Greenhouse Gas (GHG) Emissions
- Resource Stewardship



# Green Businesses & Operations

Since 1987, SMRT, with its well-connected rail network has helped Singapore reduce carbon emissions by providing a viable alternative to private vehicles. In terms of speed, efficiency and environmental friendliness, our trains remain the most environmentally friendly mode of transport in terms of greenhouse gas emissions as compared to traveling by car or bus. In addition, according to the LTA (refer to infographic), switching from an internal combustion engine (ICE) Car to an electric vehicle (EV) will half our Greenhouse Gas emissions and be a significant contribution to supporting the Singapore Green Plan 2030.



Source: Data from LTA  
\* Internal Combustion Engine (ICE)

Going forward, our rail network will continue to expand with the progressive opening of Thomson-East Coast Line (TEL) and with Circle Line (CCL) Stage 6, which will make CCL a complete circle. Constantly looking for ways to improve our energy efficiency and reduce our impact on the environment, we invest in and co-develop smarter, cleaner, and greener systems.

As SMRT continues to strive for excellence in protecting our environment, we want to commemorate the efforts SMRT has made in recent years. These include electrifying our fleet, our work to switch to cleaner diesel alternative for buses and eco-friendly hand dryers at station toilets on the NSEWL. We have also installed solar panels at our train depots and renewed 290 of our old General Ticketing Machines and Top-up Machines to new energy efficient Top-up Kiosks, under the ticketing Machine Rejuvenating Exercise.

## Energy Consumption

### Why this issue is material

We are a public transport service provider and therefore owe it to our community to always strive for reducing our impact on the environment through the reduction of our energy consumption. In support of the Singapore Green Plan 2030, we regularly track our energy usage across our transport network, offices and depots and constantly work on initiatives that assist in reducing our energy consumption.

### How we manage this

As part of our energy-reduction efforts, our focus is on investing in and harnessing solar energy. Starting with a pilot in 2016, we have leveraged the solar photovoltaic (PV) systems on the rooftops of our Bishan, Tuas West and Mandai depots. Once the additional PV system at Bishan Depot is installed, the total solar energy harnessed at all these SMRT train depots would add up to our monthly non-traction energy consumption, or energy used for purposes other than running trains in our Bishan Depot.

We have also been working on various projects to reduce our energy usage – such as district cooling, energy saving LED lightings and other energy saving features. As our key operating assets in Trains and Buses belong to LTA, we have been working with them to renew the assets with energy-efficient considerations. For instance, we have refurbished our old single-speed escalators with variable speed features, so that they can run at lower speeds (and energy) during off-peak periods. Within our operational boundaries and abilities, we have also embarked on projects on our own to reduce energy consumption. These include energy optimisation for our station air-conditioning systems, and energy audits at our premises.

Since 2008, we have embarked on a journey to a greener fleet with the launch of 'SMRT is Green'. In 2019, we launched electric buses and in 2020, we have transited into a fully hybrid taxi fleet. Presently, we are also the first taxi operator to commit to a large-scale change-out of electric taxi fleet with 300 MG5 electric taxis. Beyond electrifying our fleet, we have also made 'Greener Infrastructure' as one of our focus areas.

We have worked on making our depots, stations, and office buildings more sustainable and encouraged responsible consumption through water and waste management efforts. Our efforts have been recognised as our Woodlands MRT station was awarded the BCA Green mark Gold in 2013, followed by Canberra station in 2019, which was the first to be awarded BCA Green Mark Platinum. Moving forward, Roads will explore green businesses through eMaaS (Electric Mobility as a Service) which includes an ecosystem containing digital EV services, EV charging management, green financing, risk-based insurance, carbon credits, EV diagnostic, repair & maintenance services, battery management and phasing out ICE vehicles and disposal.

### New Initiatives and Ongoing Efforts

#### Harnessing Solar Energy

After installing a 1MWp system on the rooftop of Bishan Depot in 2016, we expanded the installation of PV systems to Tuas West Depot in 2017, Mandai Depot in 2019, with a second phase of solar panel constructions at Tuas West Depot in Jan 2022. After the second phase at Bishan Depot, the total solar energy harnessed at our 3 depots will be about 6840 MWh per year.



Solar Panels at Bishan Depot

Gali Batu Bus Terminal (GBBT) has a total of 1020 rooftop solar panels. Annual energy output of GBBT’s solar panels is approximately 364 MWh. The output is more than sufficient to meet its current operation with an excess of more than 50% solar energy exporting back to the grid. The presence of a green roof at GBBT also reduces the heat transmitted into the building. This allows employees to enjoy cooler temperatures when working.



To align with the Singapore Green Plan 2030, the LTA intends to expand the deployment of solar PV system on existing infrastructures of public transport operators (PTOs) by utilising the available space of the PTOs. SMRT has identified nine potential MRT stations where solar PV systems could be installed to further increase SMRT’s solar energy generation capacity. Additionally, we are also exploring collaboration project(s) to purchase green import electricity with key power generation companies (GENCOs), or Energy Market Authority (EMA) awarded contractors.

As a rail PTO, the major consumption of energy would be the electricity from the power grid to supply traction energy for the trains. EMA has planned for 30% of the electricity supply to be powered by renewable energy by 2035. On our part, we are also actively sourcing for renewal energy power purchase agreements to further reduce our reliance on fossils fuel for electricity.

**GRI 302-1 Energy consumption within the organisation**

Energy consumption by energy type (kWh)	FY20	FY21	FY22
Electricity Purchased (kWh)	721,623,070	723,475,468	745,916,371
Renewable Electricity Purchased (kWh)	-	-	-
Renewable Electricity Generated (kWh) <sup>1</sup>	1,331,887	1,164,129	1,197,544

**GRI 302-3 Energy intensity**

Energy intensity by type	FY20	FY21*	FY22
Total Electricity Intensity <sup>2</sup> - Trains (kWh/\$M Trains Revenue <sup>**</sup> )	940,987.4	1,186,066.9	1,136,558.5

\*Reflects the impact of COVID-19

\*\*Trains revenue recorded: \$754.7M (FY2020); \$599.8M (FY2021); \$645.5M (FY2022)

1. Includes Bishan Depot only

2. Includes electricity purchased only

**Energy at Our Stations**

To save energy at all our stations, we have focused on:

- Completion of the refurbishment of 231 escalators across the NSEWL, equipping them with variable speed controls, which enable energy savings during non-peak period. They also have new safety features such as missing step sensors, handrail speed monitoring and traffic light indicators, to improve commuter safety.
- Optimisation of our air-conditioning systems in collaboration with a vendor for selected stations. Taking in leading indicators such as weather forecast and projected human traffic load, we plan to optimise the cooling capacity by predicting the cooling load needed and making early adjustments to the air-conditioning system. This will allow energy usage optimisation, without compromising commuter comfort. If proven successful, we will proceed with full-scale deployment.
- Making use of district cooling systems to lower our energy consumption for air-conditioning. The Marina Bay district cooling system currently provides air-conditioning for our Raffles Place and Bayfront stations. This will be expanded to include Shenton Way and Marina Bay stations on our Thomson-East Coast Line (TEL) when the stations open as part of TEL Stage 3.

Since 2018, we have been conducting energy audits for our bus interchanges, covering the operating system efficiency of chillers during normal operating hours at Bukit Panjang Integrated Transport Hub (BPITH) and Woodlands Integrated Transport Hub (WITH).

To further ensure that cooling systems continue to operate efficiently throughout a building’s lifespan, and to reap energy saving benefits and identify and act on energy-saving opportunities, we will also roll out energy audits at our stations. This will allow us to enhance the monitoring and analysis of our station energy consumption.

**Our performance and looking forward**

The increase in electricity by 3% in 2022 compared to 2021 arose mainly from the electricity consumption from the 6 new stations under the Stage 2 of the Thomson-East Coast Line.

**Embarking on electric Mobility as a Service (eMaaS) business**

In March 2022, our subsidiary SMRT Road Holdings Ltd and Dishangtie Green Technology (Hong Kong) Limited formed a joint venture electric mobility service company called Strides DST Pte Ltd with regional ambitions to provide full digital EV services, working towards decarbonising mobility and enhancing sustainability.

Under the brand EVCo, the company will lease electric vehicles to corporate clients. These rentals will include a one-stop EV service to corporate clients, comprising of vehicle charging services, EV diagnostics, repair and maintenance, as well as digital solutions. These services will also cover:

- Decarbonisation planning (sustainability assessment, green financial planning, electrification transition)
- Operations planning (fleet management, driver experience, risk-based insurance, online payment)
- Maintenance management (preventive maintenance, after-sales service, battery life cycle management)

Leveraging DST's expertise in the area of commercial EVs and their technology capabilities in digital leasing and fleet solutions, EVCo aims to accelerate the decarbonisation of vehicle usage, while enhancing their productivity and managing the cost of our customer's businesses. With services that are tailored for individual operational needs and are scalable according to phases of business growth, EVCo will help companies to focus on their core business and at the same time, achieve their sustainability aspirations in shaping mobility for a greener future.

## Greenhouse Gas (GHG) Emissions

### Why this issue is material

Climate change has altered weather patterns, resulting in rising sea levels and the burning of non-renewable fossil fuels has caused the build-up of greenhouse gases leading to higher mean temperatures across the globe. Erratic weather patterns being observed are expected to only worsen in the years to come if left unmanaged. Based on a study by Singapore's National Climate Change Secretariat (NCCS), Singapore's transportation sector is a major emission contributor. Being in the land transport business, it is important for SMRT, as part of the eco-system, to continuously reduce its emission and carbon footprint.

### How we manage this

Today, among the different modes of land transport available, train travel is the greenest mode of public transport with taxis and buses having higher GHG emission profiles. We aim to continue offering a comprehensive suite of land transport options for our commuters, while limiting our environmental

impact. To achieve this, we are moving away from internal combustion engine (ICE) vehicles towards hybrid and electric vehicles with lower GHG footprints. This includes our commitment to convert SMRT's entire taxi fleet to electric taxis by 2026. We are also working closely with the authorities to introduce hybrid and electric buses to our existing bus fleet.

### New Initiatives and Ongoing Efforts

#### Greening Our Fleet

Following a rebranding exercise in August 2021, SMRT's non-public transport operations expanded its portfolio and was renamed as Strides Mobility. Strides Mobility now encompasses six business lines overseeing SMRT's taxi, limousine, non-public transport buses, wheelchair-accessible transport, automotive repair and maintenance, and electric mobility businesses. It remains a leading provider of mobility solutions and services, with more than 40 years of experience.

Strides Taxi had commenced the transition to cleaner-energy taxis since 2013 and is now operating a fully hybrid taxi fleet comprising 1,400 Toyota Prius. It has also introduced 300 electric vehicles (EVs) with the aim of achieving a full EV taxi fleet by 2026, making us the first point-to-point transport operator to commit to the deployment of electric taxis on a large scale.

As a result, we expect our greenhouse gas emissions to reduce by 15,000 tCO<sub>2</sub>e per year. To encourage our drivers to make the switch to EVs, incentives such as rent-free days and completion bonuses were given. We are also partnering with electricity retailers to provide electric vehicle charging solutions for our drivers. These partnerships will enable our drivers to tap onto the public EV charging network across Singapore at discounted rates.

Strides Mobility Solutions also signed an agreement with SP Group to leverage SP's high-speed public EV charging network to provide Electrification-as-a-Service. Strides Mobility Solutions will continue to venture into partnerships with other organisations to create an extensive and convenient charging network for our customers.

To date, we operate 952 buses in our fleet, 17 of which are electric buses comprising 11 Linkker, 6 Yutong single-deck and double-decker buses. Two pantograph chargers are



installed at our BPITH for the electric buses to be rapidly charged during their short layover times of 10 to 15 minutes at interchanges. This method allows for faster charging than the plug-in method, requiring buses to be charged overnight for two to four hours, thus enhancing operational effectiveness. Our existing bus fleet also includes 8 diesel hybrid Volvo buses with the remaining 927 buses being internal combustion engine vehicles. To reduce harmful exhaust particulate emissions, 90% of our bus fleet have switched to using fuel with the latest standards set by the European Union (Euro 5 or higher).

Apart from reducing particulate emissions, our buses can benefit from improved fuel efficiencies which further reduces emissions such as nitrogen oxides, another harmful air pollutant. We also send our buses to the LTA for an inspection on a half yearly basis to ensure that our fleet meets the legal requirement of the Chassis Dynamometer Smoke Test. Our operation also requires 125 commercial vehicles for SMRT's internal use comprising trucks, lorries and vans. These commercial vehicles are used for maintenance works and logistics support. We aim to convert our commercial fleet to EVs by 2030. Some key considerations for changing to EVs include the availability and suitability of vehicles and charging infrastructure, as well as lifecycle costs.

### Our performance and looking forward

One of the attributable factors in the overall decrease in non-renewable fuel consumption is due to the greening of our vehicle fleet such as the conversion of internal combustion

**GRI 302-1 Energy consumption within the organisation**

Fuel consumption by fuel type (Litres)	FY20	FY21	FY22
Non-Renewable Fuels (Diesel)	54,930,012	49,047,874	38,669,098
Non-Renewable Fuels (Petrol)	10,557,459	6,270,193	6,617,825
Percentage of fuel consumption by fuel type (%)	FY20	FY21	FY22
Non-Renewable Fuels (Diesel)	84%	89%	85%
Non-Renewable Fuels (Petrol)	16%	11%	15%

**GRI 305-1 Direct (Scope 1) GHG emissions****GRI 305-2 Energy indirect (Scope 2) GHG emissions**

Greenhouse Gas Emissions (tCO <sub>2</sub> e)	FY20	FY21	FY22
Scope 1 (Direct Emissions)	172,908	147,043	119,826
Scope 2 (Indirect Emissions from Electricity)	303,126	303,181	311,908
Total Scope 1 + 2 emissions <sup>1</sup>	476,034	450,224	431,734
Total Scope 1 + 2 emissions (Trains)	298,909	298,743	307,316
Percentage of Greenhouse Gas Emissions (%)	FY20	FY21	FY22
Scope 1 (Direct Emissions)	36%	33%	34%
Scope 2 (Indirect Emissions from Electricity)	64%	67%	66%

**Other indirect (Scope 3) GHG emissions<sup>2</sup>**

Greenhouse Gas Emissions (tCO <sub>2</sub> e)	12-month period
Category 1: Purchased goods & services	73,995 <sup>3</sup>
Category 2: Capital goods	
Category 3: Fuel and energy related activities	118,028
Category 5: Waste generated in operations	1,001 <sup>4</sup>
Category 6: Business travel	208
Category 7: Employee commuting	8,609
Category 13: Downstream of leased assets	33,474
Total Scope 3	235,315

**GRI 305-4 GHG Emissions Intensity**

Emission intensity – Trains (tCO <sub>2</sub> e/\$\$m Trains revenue <sup>**</sup> )	FY20	FY21*	FY22
Scope 1 + 2 (Trains)	396.1	498.1	476.1

\* Reflects the impact of COVID-19

<sup>\*\*</sup>Trains revenue recorded: \$754.7M (FY2020); \$599.8M (FY2021); \$645.5M (FY2022)

1. All calculations are computed in accordance with the GHG Protocol. Scope 1 emission factors are obtained from the GHG Emissions Calculation Tool, while Scope 2 emission factors were obtained from SG Grid Emission Factors and the GHG Emissions Calculation Tool.

2. Ballpark figures for 12-month period.

3. Derived using spend-based method, factoring exchange rates and inflation.

4. Same as footnote 2.

engine vehicles to hybrid as well as electric vehicles. We also recognise the Singapore Green Plan 2030 which includes a strong push to electrify the vehicle population and achieve the vision of 100% cleaner energy vehicles by 2040. To align with the Singapore Green Plan, we target to fully transition our taxi fleet to electric vehicles by 2026, ahead of the timeline set by the Green Plan.

**Resource Stewardship****Waste Management and Circularity****Why this issue is material**

At the heart of Singapore's rapid development, waste remains as one of our country's biggest concerns. Over the past 40 years, waste disposed off in Singapore has increased by seven-fold and this was further impacted when COVID-19 hit, particularly during the Circuit Breaker period as dining in was not allowed and consumers had to rely on take-away meals. With the increase in economic activities as countries live with COVID-19, waste is expected to increase exponentially. To mitigate the environmental impact from waste, it is our responsibility to take measures to manage our consumption and reduce waste generation.

**How we manage this**

In alignment with Singapore's Green Plan to reduce the amount of waste to landfill per capita per day by 30% by 2030 and to become a Zero Waste Nation, we are committed to responsible consumption and using our resources wisely.

We are constantly seeking ways to minimise our waste by raising awareness in our organisation and among our vendors. We have also placed recycling bins at all Trains and Roads depots to encourage and inculcate recycling habits in our employees. Furthermore, we have stepped up on measures to improve waste management and launched several waste reduction initiatives to design out the waste produced in our operations by:

- i) Extending the lifecycle of materials;
- ii) Repurposing where applicable; and
- iii) Adopting the use of recycled materials.

As an organisation strong of over 9,300 employees, with these measures, we want to inspire our employees to embody the culture of reusing, reducing, and recycling not only at their workplace but also in their daily lives to create a better future for all.

**New Initiatives and Ongoing Efforts**

**Measures to Reduce Paper Consumption, Metal, and e-waste**

There has been global concern in relation to e-waste being one of the world’s fastest growing domestic waste stream. This is mainly fuelled by greater digitalisation and e-commerce with people purchasing more electronic products.

In 2021, we partnered recycling facilities to ensure that the 1,600 tonnes of scrapped metal collected from our organisation were salvaged for recycling. We also ensured that our electronic waste was properly disposed off to enable downstream recycling, where some parts could be reused or resold. In 2020, we started a group-wide initiative to digitalise company processes and go paperless in the following areas:

- 01** Buses maintenance e-checklist
- 02** Transitioning to e-learn platforms to replace paper training materials
- 03** Digital candidate forms and electronic offer letters for recruitment
- 04** E-payroll

Going paperless, together with employees working from home during the pandemic resulted in 21.3% less paper than the year before, i.e. 1.6 million copies of paper saved, and a reduction in carbon footprint by 64 tonnes. To keep our paper consumption down and further reduce it while our employees

have come back to the workplace, we encourage everyone in our corporate offices to reduce paper consumption by digitalising documents that require a signature by using e-signature and configured all our printers to print double-sided by default.

We continue to maintain this initiative each year and by 2023, we target to reduce our paper consumption further by 15% from FY2022’s performance.

**New Lease of Life for old MRT Seats**

The first three train fleets on our NSEWL are being progressively decommissioned to make way for our new replacement trains. To reduce the amount of waste, SMRT worked with LTA to upcycle the train seats and handrails from the decommissioned trains, to become useful community features across 15 PAP town councils.

The project aims to upcycle at least 1,500 MRT seats into benches for void decks and other communal locations, and 1,400 handrails into safety handrails for less mobile residents. By 2025, the project is expected to upcycle around 14,400 kg

of reinforced plastics, metals, and other hard-to-recycle materials.

In May 2021, XCO Media, the out-of-home advertising unit of Singapore’s SMRT transit provider, was rebranded as ‘Stellar Ace’. The brand manages Singapore’s largest advertising network of out-of-home platforms and digital screens across the public transport network. To improve sustainability in out-of-home advertising, SMRT uses eco-friendly out-of-home advertising papers and ink for our advertising assets.

**Our performance and looking forward**

Moving forward, we plan to collect more data on the amount and types of waste generated from our operations to better position ourselves to reduce waste disposal costs and greater recycling opportunities.

Additionally, we are currently exploring several digital solutions that would allow us to consistently track and measure our waste management activities in one platform, making it easier to share and report information to our stakeholders.



## Water

### Why this issue is material

With climate change and the effects it brings such as global warming and prolonged droughts, responsible and sustainable stewardship of water resources is critical to ensure the continuous availability of this shared resource. At SMRT, we are aware that water shortages, excessive demand and pollution could pose a serious problem. We play an important role in conserving and recycling our precious water resources and will continually conserve water usage in our operations.

### How we manage this

Given Singapore's lack of natural water resources, it is our duty to conserve water everywhere we can. We do so by managing our water consumption through water efficient buildings, smart toilet systems and recycling rainwater to be used for washing our trains.

### New Initiatives and Ongoing Efforts

#### Water Efficient Buildings

At SMRT's train stations, all toilets have been retrofitted with water efficient fittings, based on recommendations on water flow rates and flush volumes from our national water agency, PUB.

All stations on the NSEWL are now fully certified by PUB as Water Efficient Buildings (WEB), including the four stations along the Tuas West Extension (obtained in May 2021). The three stations from the Thomson-East Coast Line (TEL), Stage 1, have been certified as WEB since Sept 2021, while the



certification for the six stations on TEL Stage 2 was completed in Mar 2022. Work is underway for buildings under our Roads division to be certified as WEB by the end of FY2023.

#### Smart Toilet System

A Smart Toilet System has been installed at our TEL stations since its opening on 31 January 2020. This allows commuters to report leaks due to faulty taps or flushes via a feedback panel. These notifications are sent in real-time to station cleaners, who can rectify any issues immediately. As the expansion of the TEL line will be in phases, we will continue to roll out the Smart Toilet System to the other TEL stations, as well as existing SMRT train stations along the North South East West Line and Circle Line.

#### Rainwater Harvesting & Recycled Water System

At Tuas West Depot, Bishan Depot, Changi Depot and Ulu Pandan Depot, we currently recycle the water used for final rinsing of each train, for the washing of the next train. This water is collected at a drainage point and filtered through a sedimentation trap system which removes all impurities, inclusive of dirt and sludge, and is passed through another filter before being transferred to a recycle tank. Water from the recycle tank is then used for the pre-wet and intermediate

spray stations during the next train wash. At Tuas West Depot, we also have a rainwater harvesting system that collects and channels rainwater into the recycle tank. This initiative has saved SMRT approximately 500 litres of freshwater for each train wash and a total of 29,000 litres of freshwater per day collectively.



### Our performance and looking forward

#### GRI 303-3 Water withdrawal

Total Water Withdrawn by Source (megalitres)	FY20	FY21	FY22
Utilities (Municipal)	1,446	1,309	1,415
<b>Total</b>	<b>1,446</b>	<b>1,309</b>	<b>1,415</b>

Water intensity	FY20	FY21*	FY22
<b>Total Water Intensity – Trains (megalitres/\$M Trains Revenue**)</b>	<b>1.74</b>	<b>1.94</b>	<b>1.94</b>

\* reflects the impact of COVID-19

\*\*Trains revenue recorded: \$754.7M (FY2020); \$599.8M (FY2021); \$645.5M (FY2022)

# 03

## Sustainable Communities

- Human Capital
- Customer Service & Satisfaction
- Our Impact on the Community



# Sustainable Communities

We engage and empower people and the communities through inclusivity, and provision of green and sustainable transport solutions to build a better future. This extends beyond our employees to our commuters, whom we feel equally responsible for.

We prioritise safety and incorporate inclusivity into our operations in every possible ways. During the pandemic, we cared for the safety of our commuters through educating good commuting behaviour, compliance to safe management measures at our stations and trains, as well as through regular and thorough cleaning of trains and buses, among other efforts. Above all, we have also launched the Go-To SMRT Initiative in April 2021 to enhance our commuter services and facilities to better serve the community.

## Human Capital

### Employee Health and Well-Being

#### Why this issue is material

Our employees are at the heart of everything we do. They are SMRT's greatest asset. Beyond providing smooth day-to-day operations, employees are essential to our operational readiness to serve and delight our commuters and hence, vital for business growth and success.

Putting our employee's physical and mental health in the workplace above everything else is not only beneficial to them but also engenders an effective and efficient working environment. At SMRT, we want our employees to feel cared for and appreciated with the hope to motivate and increase job satisfaction.

#### How we manage this

As we navigated through the COVID-19 resilience phases in Singapore, we constantly adapted and strengthened our support to our employees' health and well-being through various initiatives and awareness efforts. We were there to

support our employees at each and every step of adjustments to the new normal in accordance with our Health, Safety & Environment (HSE) Management System.

#### New Initiatives and Ongoing Efforts

With the ever-changing COVID-19 situation and risks, we have responded swiftly to support employees in the following:

- Supported the national vaccination programme
- Distributed several rounds of face masks and hand sanitisers to all employees
- Established a weekly self-test system and health declaration for all employees, and provided Antigen Rapid Test (ART) kits
- Safeguarded the health and well-being of vulnerable employees, such as older workers, by providing flexible working arrangements where possible
- Provided local accommodation to employees who were regularly commuting to work from Johor
- Ensured prompt and transparent communication to keep employees updated of the latest situation, measures, and healthcare protocols

The COVID-19 has impacted the way people live and work which may lead to feelings of isolation. As such, there was an increase in focus on employees' mental well-being since the onset of the pandemic.

We published bite-sized content about mental health and wellness issues on Workplace, our employee communication platform, to raise awareness and educate employees about mental wellness. We also encouraged employees to take part in workshops and activities, such as the SMRT Virtual Steps Challenge, to keep active and maintain a healthy lifestyle.

By expanding the list of claimable items under our Flexible Benefits scheme, we have provided greater support to our employees and their families' needs related caused by the pandemic. It included psychological counselling support or services by certified therapists and items that support work-from-home and home-based learning arrangements.

#### Vaccinate, Test, Trace

SMRT aligned itself to the Multi-Ministry Task Force national strategy to achieve high vaccination rate; conducted regular

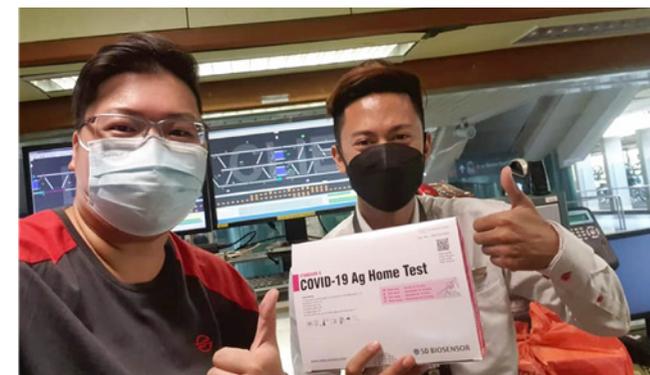
testing to pick up incipient cases; and implemented swift tracing to identify close contacts.

#### Vaccinate

Full vaccination of all SMRT frontline workers required at the workplace including booster doses.

#### Test

As one of Singapore's essential service providers, SMRT frontliners were placed on mandatory Fast and Easy Testing Rostered Routine Test (FET RRT) regime and underwent supervised self-swab Antigen Rapid Test (ART) weekly. Going beyond government requirements, SMRT also required all other staff to conduct an ART self-swab at the start of each week. This allowed incipient cases of COVID-19 infections to be detected and ringfenced early, thus preventing spread within the workplace or to our commuters.



#### Trace

Rigorous internal contact tracing and ART testing for close contacts and drawer plans in-place to manage positive cases and to prevent spread of the virus. All staff on Ministry of Health (MOH) Protocol 1, 2 and 3 were also tracked, monitored, and reported on daily basis with particular emphasis to absenteeism from critical vocations that would directly affect the delivery of SMRT's train and bus services.

#### Our performance and looking forward

We are committed to caring for our employees' physical and mental health and well-being while observing prevailing

regulations and safe management measures. Recognising the importance of mental well-being beyond the pandemic, we plan to engage a dedicated counselling service provider for our employees that they can reach out when they need help. We also plan to appoint and train employees as Mental Wellness Champions to keep a lookout and provide peer support to employees who may be facing distress and mental wellness challenges.

Furthermore, to promote preventive healthcare, we are planning to reinstate the complimentary annual basic health screening for all employees. We expect this to enable early detection and intervention to prevent or delay the onset of chronic diseases, as well as complications related to them. We also plan to continue our efforts in raising awareness on health and wellness through dedicated workshops, fitness activities and talks for employees at the depots.

## Employee Engagement

### Why this issue is material

SMRT aims to foster a healthy organisational culture rooted in our core values - Respect, Integrity, Safety & Service and Excellence. We drive this culture and seek to retain our human capital by having sustained engagement and satisfaction of our employees. The more our employees are satisfied, the more positive behaviours will be reflected in their work and dedication to providing our customers with the best service level they deserve.

### How we manage this

To better understand our employees' needs and keep employees updated with the latest developments, we engaged our employees through various activities and channels, including the annual Workforce Engagement Survey, townhalls and Workplace from Meta platform.

In our efforts to care for employees beyond work, we equipped our employees with resources to relax and destress with family, friends and colleagues as a form of engagement. Our Human Resource department, supported by SMRT Corporation Sports and Recreation Committee (SCRC), plans in partnership with the Business Units for recreational and social activities to engage with our employees annually. Our planning takes into consideration the work locations and shift patterns of our

employees as well as their demography. We procure services and provide facilities based on our Business Units and employees' needs.

### Our ongoing initiatives

One of our employee engagement tools include the annual Workforce Engagement Survey. The survey was launched in January 2022 and 90% of our employees participated to share their sentiments, concerns and views. The survey results were analysed, and targeted action plans were developed in areas of concern. Our best-performing indicators were reflected in the areas of COVID-19 Crisis Management, Customer Focus and Change Management.

Employees were appreciative of the organisation's response to the pandemic, including communication and care shown. Employees also recognised our continued focus on providing safe, reliable, and comfortable transport services while meeting the needs of commuters. They were able to cope better when changes were introduced in the organisation.

SMRT maintains regular communications with all levels of employees through various channels such as protected time, virtual and physical townhalls, dialogue sessions and ground visits by senior management. They provide effective flow and cascading of information to the ground, as well as alignment of goals and objectives (e.g. Kaizen, Safety) across all levels. With the use of our internal communication platform, Workplace from Meta, employees also have a "voice" to connect with others in SMRT regardless of when and where they work.

Each year, we organise company-wide events and festive celebrations such as National Day Observance Ceremony, Chinese New Year, Public Transport Workers' Appreciation Day, SMRT Anniversary, SMRT Long Service Awards ceremony and SMRT Annual Awards ceremony. Activities are also organised by the SMRT Corporation Sports & Recreation Club to provide opportunities for employees to interact with one another virtually or physically.

Despite COVID-19 safe distancing requirements, SMRT continued to actively engage our employees via various modes and means of communication (e.g. hybrid – in-person, virtual and satellite locations). Last year, as part of SMRT's 34<sup>th</sup> anniversary celebrations, we delivered care packages

consisting of food, beverages, and fitness items, to all employees at their home. Most employees feedback that they were comforted to receive the care packs.

At SMRT, we recognise the value and importance of preserving a continuous and harmonious relationship with our employees. As a result, we have established our Grievance Handling policy since May 2018 as an avenue for our employees to raise their grievances so that concerns can be addressed at an early stage.

Our employees are encouraged to follow the guidelines to seek redress for grievances. This in turn allows us to reinforce strong working relationships, integrity, discipline and accountability within our workforce.

### Our performance and looking forward

SMRT recognises the importance of open communication with employees and keeping them engaged and motivated. We strive to continue providing an engaging and fulfilling work experience for the workforce while fostering a safe and supportive work environment.

## Employee Safety

### Why this issue is material

As a public transport service provider, the safety of our employees, especially those working at the frontline and in maintenance, are of utmost importance and priority. Any lapse in safety protocols may result in direct or indirect impact on our employees, commuters, customers and communities.

### How we manage this

SMRT is committed to providing a safe working environment and fostering a strong and open safety culture. We encourage all employees to raise any safety or security concerns by open reporting observations of unsafe act, unsafe condition, near-miss or deviation to procedures. This enabled us to learn from mistakes, mitigate risks and uncover undetected issues early before injuries occur.

### New Initiatives and Ongoing Efforts

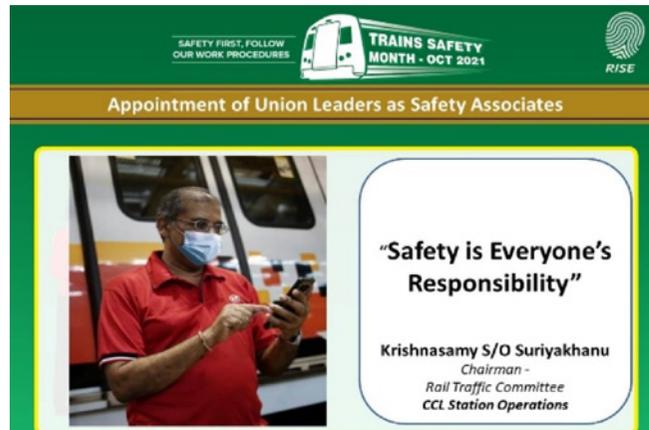
#### Driving Safety Culture

In SMRT, safety comes first. The safety of our employees and customers is our utmost priority as we work towards zero accidents. We actively promote and foster a strong culture

of safety across all levels of the organisation and remain steadfast in our commitment to provide a safe and secure workplace for all our staff and contractors.

To firmly entrench safety as our “way of life”, we added “Safety” as the first “S” in our Kaizen methodology. This translated to having safety consideration in everything we do, introduce, or change. We strongly believe that continuous improvement is achieved through **Kaizen for Safety**.

In SMRT, **everyone plays a part to ensure safety compliance**. As part of the system, all employees must adhere to authorised instructions and undergo the necessary training before commencing on a work activity.



To instil individual ownership and accountability, we practise a culture of **open reporting** and bottom-up risk assessments, as well as sharing of lessons learnt following swift investigations. We value the importance of **psychological safety and provide a safe environment for staff to raise safety** concerns so that we can develop solutions to improve. In addition, hazards related to systems and equipment are addressed at the planning and development stages where controllable aspects of hazards are reviewed and mitigated to as low as reasonably practicable.

**Safety Associates and Champions**

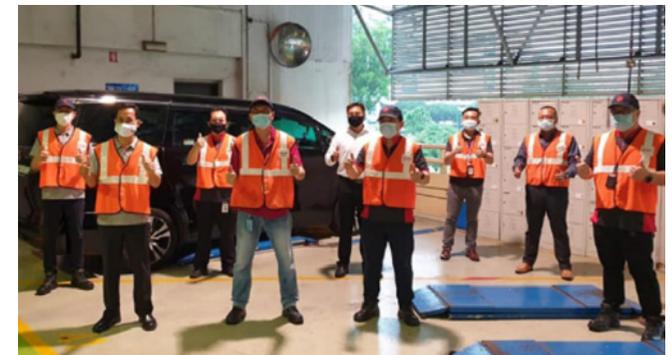
Peer influence is a powerful and invaluable mechanism in spreading behaviour change across an organisation as big as ours. To better cement safety and security habits, we have Safety Associates and Champions as ambassadors on the ground to change mindsets and influence behaviours. Safety Associates and Champions are identified and trained to work on reinforcing the safety mindset amongst public transport workers from both a ground-up effort as well as sustaining the tripartite effort between the LTA, the public transport operators (PTOs) and the National Transport Workers Union (NTWU) to emphasise on the safety and well-being of our public transport workers.

**Safety Protected Time**

To ensure consistency when carrying out Safety Protected Time (SPT), SMRT has developed a standardised agenda covering topics on Safety & Learning Moments, incident or accident findings, good practices, work instructions, and feedbacks from previous SPT for divisions to further enhance their protected time discussion. Divisions were empowered to determine their own schedule, duration, and cadence to achieve 100% staff participation in SPT. From daily briefings to Communities of Practices, these SPTs create an effective platform to brief staff on key safety messages and enable staff to provide continuous feedback on safety improvement.

**Safety Forums**

From October through to November 2021, a series of safety forums saw participation from senior management to frontline staff and workshop technicians, including sharing from industry experts. Associate and Champion appointments were officiated, and lessons learnt from past accidents were shared through various forms, such as case studies, reflections, e-learning, safety videos and design competitions.



**Gemba Walk**

In the spirit of encouraging better communication, transparency and trust between the staff and supervisors, the Kaizen methodology tool of Gemba, which is part of lean management philosophy, was embraced. Supervisors would walk the site and observe actual work process, engage with staff to better understand work processes, provide and receive feedback, and explore Kaizen opportunities, particularly on worksites or processes with known risk and compliance weaknesses.

Gemba Walks are conducted daily. Management holds quarterly employee engagements to visit depots and interchanges to interact with frontline staff and inspect the premises. Through Gemba Walks, ground feedback on safety and security matters are gathered and acted upon promptly.

### Technology Innovations for Operational Safety

To minimise human errors, we aim to design out unsafe conditions by adapting and improving existing systems and operational equipment with technology.

Strides Automotive Services enhanced safety and security features in forklift operations, by adding cameras to enable the forklift driver to view all the blind spots and introduced biometric fingerprint access control to prevent unauthorised user to start and drive the forklift. This project was conferred Workforce Safety and Health Innovation Awards (Bronze) in 2021. SMRT Trains developed a Track Access Management System (TAMS), an intelligent end-to-end solution with in-built AI capability to optimise track access resources and enhance safety with interlocking process for traction power and track access bookings. It had achieved full operational capabilities for the NSEWL Operation Control Centre (OCC) and MRT stations will be progressively implemented for Train Depots and other Lines. TAMS was also awarded the International Union of Railways UIC Digital Awards 2021 in the category of Productivity.

### Cross-Learning Best Practices on Human Factor Management

Addressing last-mile compliance requires deeper examination into the Human Factor domain. To ensure we learn from the best, we have been actively seeking best practices from experts and participated in exchanges with universities and also companies from the Aviation and Oil & Gas industries.

#### Our performance

##### GRI 403-9 Work-Related Injury

SMRT	FY20	FY21	FY22
Number of Work-Related Injuries	88	90	52
Workplace Injury Rate (WIR) per 100,000 Employees*	775	799	520
Work-Related Injuries (No. of injuries/ per 1,000,000 man hours worked.)	3.4	3.4	2.3

\*Workplace Injury Rate (WIR) for Singapore falls below the 657 per 100,000 employed persons for the Transportation and Storage industry. (Statistics published by Ministry of Manpower in the Workplace Safety and Health Report for calendar year 2021)

In alignment with the latest Workplace Safety and Health (WSH) Risk Management Code of Practice, we have developed a WSH Risk Assessment on employees' mental well-being. This would also address the growing risk to mental well-being, already present in pre-COVID times but currently exacerbated by the pandemic.

#### Looking forward

To improve safety in operations, Trains and Buses are focusing on fatigue management among staff. Specifically for bus captains, this study will recommend changes into the bus scheduling and rostering system and enhance the overall alertness of bus captains during their bus duties. Our Bus Operations are also refreshing the existing telematics system to provide better real-time data and useful information to aid accident investigations and track bus captains' driving behaviour effectively.

Similarly, SMRT Trains is in the process of implementing a Signal Warning System (SWS) and In-cab Alertness and Monitoring System (ICAMS) to enhance train captains' alertness during train driving. SWS uses video analytics technology to detect signal lights and buffer stops, while ICAMS detects train captains' alertness through eye and head motion.

### Diversity & Non-discrimination

#### Why this issue is material

Having a strong commitment to diversity and equal opportunity signals a work environment where each employee contribution is valued, and all employees are provided every chance to succeed. It encourages all employees to strive for the best because they are valued based on their performance. It also drives employee satisfaction and productivity.

#### How we manage this

SMRT recognises and embraces diversity, equal and fair opportunity, especially when we operate in a work environment with employees of various backgrounds. Ensuring diversity and equal opportunity is important in enabling us to attract the best talent as well as foster an innovative and collaborative workplace.

We continuously strive to provide a fair and supportive work environment for all employees, regardless of age, gender, race, religion, language, and nationality. As part of our commitment

to maintain a harmonious and inclusive work environment, SMRT is a signatory to the Tripartite Alliance for Fair and Progressive Employment Practices (TAFEP) since 2006.

Our policies in recruiting, developing, promoting, and retaining employees are based on individual's merit, performance, and their contributions, regardless of their backgrounds. They are compliant to relevant regulations (e.g. TAFEP). Our guiding principles are fairness, mutual respect, tolerance, and compromise so as to find and build upon common ground and spaces. We also seek to prevent the occurrence of discriminatory practices. With our established grievance procedures, alleged incidents of discrimination can be reported via our whistle-blowing channels where they will be duly investigated and managed.

#### New Initiatives and Ongoing Efforts

At SMRT, we recognise our diverse workforce, and we are committed to ensure an equal opportunity working environment that is free from harassment, violence, and discrimination. We believe that by providing equal opportunities for all, our employees will be able to better achieve their full potential as well as leverage on the synergy from each other to achieve our organisation's goals and ambitions. We do not condone any form of misconduct of behaviour or violence either through physical, verbal, non-verbal or through online means that would affect working conditions or create a hostile or distressing environment.

To be more inclusive of our workforce that is diverse in age, SMRT has raised the retirement and re-employment ages of our employees by one year to 63 and 68 respectively in July 2021. This change, which was made one year ahead of the statutory effective date in July 2022, has to date benefited 78 employees. The re-employment rate in SMRT is 92.5%, signifying our commitment to embracing age diversity and experienced employees. We have also started partnering SG Enable to identify suitable positions in SMRT, in support of employing tertiary-educated persons with disability and creating an inclusive workplace.

#### Our performance and looking forward

SMRT strives to provide a work environment that fosters equality and respect for our employees. We would also continue to foster an inclusive work environment which

provides equal opportunities for all employees to achieve their full potential that is free from harassment, violence and discrimination. We believe that diversity goes beyond just gender. It should include factors such as age, ethnicity and more to be an all-rounder in being inclusive. We acknowledge that we can do better for gender diversity at the board and senior management level and have set ourselves a target to achieve 20% female representation in Board and Senior Management by 2025.

### Human Rights and Fair Labour

#### Why this issue is material

Respecting and protecting the rights of the people, regardless of their background, is essential for societies and organisations to function effectively, and it embodies the values of freedom, tolerance, equality, and respect. In SMRT, we value human rights as fair employment practices, safe and healthy working conditions, diversity and inclusion, and equal opportunities for all employees.

#### How we manage this

SMRT is committed to protecting human rights and ensuring fair employment terms for all our employees. We respect human rights in all aspects of doing business and it is a value which we integrate across whatever we do in our value chain. Our Human Resources policies and Employee Handbook are guided by labour standards and principles of inclusion and equal opportunity. There are also grievance handling and harassment policies in place.

SMRT prohibits and does not tolerate any discriminatory practices and harassment. Our Supplier Code of Conduct has clauses which uphold the utmost standards of human rights and address issues such as child labour, forced labour and modern slavery. We adhere to Singapore labour relations legislation and manage labour relations in accordance with the relevant employment legislations. We work with the unions to develop collective bargaining agreements covering employment terms, benefits etc, and 84% of our employees are currently covered by these collective bargaining agreements.

#### New Initiatives and Ongoing Efforts

Over the years, our relationship with the unions have progressed steadily under the stewardship of our management



#### GRI 401-1 New employee hires and employee turnover

New employee hires and employee turnover	No. of new hires	Rate of new hires	No. of voluntary turnovers	No. of non-voluntary turnovers	Total no. of turnovers	Rate of turnover
<b>Gender</b>						
Male	981	11%	1,098	367	1,465	16%
Female	173	2%	231	37	268	3%
<b>Age Group</b>						
<30	496	5%	340	36	376	4%
30-50	545	6%	745	193	938	10%
>50	113	1%	244	175	419	4%

#### GRI 405-1 Diversity of governance bodies and employees

Diversity of governance bodies and employees	Board (Governance Bodies)	Senior Management	Middle Management	Function Employees	Overall Workforce (excl. Board)
<b>Gender</b>					
Male	11	110	1,016	6,726	7,852
Female	2	34	369	1,062	1,465
<b>Age Group</b>					
<30	0	0	183	1,033	1,216
30-50	0	68	893	3,774	4,735
>50	13	76	309	2,981	3,366

and union leaders. The Tripartite Management Tree concept was developed to allow line managers, union leaders and human resources business partners from various business units and Centres of Excellence to gather, discuss and deliberate issues on the ground.

To foster trust and understanding, the tripartite trio have also attended labour management relations training by the Singapore National Employers Federation. We actively involve our unions through various engagements to discuss workforce-related matters, exchange views and provide updates on company initiatives. In December 2021, a Labour Management Retreat for the management and unions was conducted to discuss what was achieved and the potential upcoming challenges and collaborations. Such retreat is conducted annually to foster a collaborative relationship between the management and the unions.

#### *Our performance and looking forward*

SMRT strives to continue upholding our commitment to human rights and fair labour practices and maintaining harmonious industrial relations with the unions. We will continue to abide by all regulations and laws, and ensure our policies and processes remain relevant. As part of the renewal of the collective bargaining agreement, we will be kickstarting the discussions and negotiations with the unions in the coming months.

### **Development of Workforce**

#### *Why this issue is material*

SMRT recognises that our most important resource is our employees. SMRT is committed to the training and development of our workforce to ensure employees gain the necessary competencies to reach their full potential. This will assist in enabling the organisation to achieve its strategic business objectives, produce confident and highly qualified staff who can work effectively and efficiently as a team to build a stronger entity that provides operational, maintenance and service excellence to the millions of commuters we serve every day.

#### *How we manage this*

At SMRT, learning never stops and we advocate continuous learning throughout our employees' career with us. We are committed to investing in our employees' training and development to help them achieve their full potential.

We provide them developmental and upskilling opportunities through the 3E Framework (Experience, Exposure and Education), workplace learning and work-study programmes. This enables our employees to build their technical competencies and soft skills.

#### *New Initiatives and Ongoing Efforts*

Since May 2021, we have created and introduced daily weekday bite-sized content titled, "A Learning Moment" to encourage conversations about learning and to foster collaborations within teams.

Each team in SMRT are to build into their routines a dedicated time for team sharing and learning. During this time, which can be fixed at the start of meetings or toolbox briefings, team leaders will guide fellow members to reflect on work processes and discuss how they can be improved. It is also a chance for team leaders to reinforce SMRT's values and our commitment to Kaizen and innovation.

We continue to place emphasis on Performance Management (PM) and Individual Development Plan (IDP) conversations between employees and their supervisors to foster engagement and build trust.

Through IDP, we encourage and provide our employees an opportunity to take ownership in their career development initiatives by initiating regular discussions with their supervisors. This includes discussing their goals and milestones, as well as identifying areas of support for their development needs to allow employees to achieve their full potential. They could also explore other opportunities through job rotations within and across departments and even expand responsibilities in their current roles.

PM also serves to develop our employees so that they perform their jobs and accomplish goals align to that of our vision and mission. It is an ongoing and continual process, built on the premise of regular conversations and feedback between the employee and their supervisors.

Our PM cycle involves 5 stages, i.e. goal setting, mid-year development conversation, year-end performance review, performance calibration and year end performance conversation. All performance documentations are conducted via an online platform and properly documented to ensure transparency.

Competent leaders can elevate an organisation by increasing productivity, improving workplace morale, and inspiring their team. At SMRT, our leadership development programme titled "Learning for Effectiveness" is focused on helping leaders work better and generate conversations with employees to generate new ideas and innovative solutions for the workplace. We also offer a suite of learning modules to complement the "Learning for Effectiveness" programme, such as "Emotional Intelligence", "People Development" and "Coaching and Mentoring" to provide employees with useful leadership tools.

We provide sponsorships for employees pursuing further studies under the work-study programme titled, "Learning through Educational Advancement Programme (LEAP)". In 2021, we collaborated with the Singapore Institute of Technology as well as Singapore Polytechnic to offer work-study programmes to deserving employees, who have exhibited strong performance and potential at work. It enables employees to upgrade and develop themselves through further studies, while working.

Additionally, with the advancement of technology, the pace of change has accelerated rapidly, and the product cycle has shortened significantly. Hence, the need for robustness in our training system is essential to allow employees to learn new knowledge and skills to keep pace with the changes to solve real problems.

This has led to the initiation of training transformation in SMRT through workplace learning. Workplace learning is a recognised environment and process whereby individuals acquire job-related knowledge and skills at the workplace by doing and learning with others (e.g., through peer, collaborative and/or self-directed learning) to enable them to perform their jobs effectively. Workplace learning is recognised by the learners' organisation, professional bodies (e.g. LTA, Singapore Rail Academy), ministries (e.g. Ministry of Education and Ministry of Manpower), and the academia (e.g. Singapore Institute of Technology, Polytechnics and Institute of Technical Education).

Workplace learning allows our employees to learn and be qualified on-the-job without being frequently taken out from his/her workplace to acquire new skills and competencies.

It also allows learners to upgrade their professional qualification through work-study programmes within shorter time periods. Lastly, it supports lifelong continuous learning of our employees' career in alignment to our national and organisational strategic objectives.

Projects Everest (Trains), Apollo (Roads) and Enterprise (Corporate) are three training transformation multi-year projects set up since April 2020 to re-develop, re-design and strengthen the organisational learning ecosystem. It includes a thorough review of job roles, critical work functions, and corresponding skills and competencies with references from SkillsFuture Singapore's Critical Core Skills, and Technical Skills and Competencies Skills frameworks to ensure our people are developed holistically with a combination of technical, technology, adaptive and leadership skills.



These are supported with our in-house learning delivery solutions, which include on-the-job training, bite-sized digital learnings, and immersive technologies. We also continue to build strategic partnerships with several institutes for continuous learning to provide up-profiling opportunities to our staff through work-study programmes that recognise their competencies and work experiences.

Recently, we have also started rolling out e-learning on basic ESG training which is cascaded to the entire organisation. The purpose of this exercise is to empower our employees with the understanding and knowledge of ESG. Through this ESG initiative, we can also improve corporate culture and employee engagement. By encouraging our employees to embrace ESG in their daily life, this would help us drive our future ambitions and bring to reality our sustainability vision. In addition, we are also in the process of rolling out our training in Mandarin to be inclusive of our bus captains, truly reaching out to each and every one within the company.

**Our performance and looking forward**

By investing in the development of our workforce, we are retaining and nurturing talent while helping employees to attain competencies needed for their jobs, thus, enabling them to excel in their career. SMRT strives to continue building capabilities and upskilling the workforce to be future-ready.

**GRI 404-1 Average hours of training per year per employee**

Average hours of training per year per employee	Male*		Female	
	Total hours	Average hours per employee	Total hours	Average hours per employee
Senior Management**	7,782.0	71.4	1,898.8	55.8
Middle Management***	90,146.6	88.7	25,566.0	69.1
Non-executives	632,491.6	95.3	63,167.3	81.8
Total	730,420.2	94.1	90,632.0	77.1

\*Higher proportion of male employees are deployed in technical vocations which require long qualification training hours.  
 \*\* Senior Management refers to Deputy Directors and above  
 \*\*\* Middle Management refers to Executives, Senior Executives, Managers and Senior Managers

**Customer Service & Satisfaction**

We continue to engage beyond our commuters and build affinity with our communities because we care. We want to positively contribute to the well-being of our commuters and communities and support those in need of assistance. By doing so, we can influence people's decisions to choose public transportation over less greener mobility options and thus contributing to the Singapore Green Plan.

The four key thrusts of our WeCare framework: Outreach - Engage & Delight, Service - Accessibility & Inclusivity, Care - Safe & Gracious Commuting, Communities - Listen & Bond guide us in carrying out several commuter engagement and service excellence initiatives.

**Why this issue is material**

We are serving millions of commuters every day. From users of our station and bus interchange services to the customers at our retail spaces, we seek to engage, delight and put their needs first.

**How we manage this**

We strive to understand the needs of our commuters and customers. These come in the form of engagement especially through the daily interactions SMRT staff have with our commuters, some of whom have unique and specific needs that need to be addressed. We continue to build affinity and create bonds between commuters and our organisation by bringing a suite of service, outreach and festive celebratory programmes into our stations and bus interchanges.

**New Initiatives and Ongoing Efforts**

**Thomson-East Coast Line's outreach efforts**

We held online engagement sessions known as "Meet-the-Manager" during the heightened COVID-19 period. Participants had the chance to connect and build relationships with SMRT Thomson-East Coast Line (TEL) Service Operation Managers and Station Managers. Participants also learnt about TEL's developments, asked questions and shared feedback about their commuting experience.

The feedback is used to improve our service delivery, while the non-operational related questions were shared with the regulator for follow up.



**Mr Richard Magnus, Chairman, Public Transport Council and Caring SG Commuters Committee, said, “SMRT’s initiative is well-planned and timely, building on the efforts to provide an inclusive public transport.**

**Go-To SMRT shows empathy and sensitivity to the needs of commuters, especially for vulnerable commuters who may need help with wayfinding as the public transport network expands in Singapore.**

**Trained frontline workers, by rendering support, will help boost commuters’ confidence. Together, we can create safe spaces for vulnerable commuters and their caregivers that are unique to Singapore’s caring commuting culture.”**

We also conducted online focus group sessions and customer satisfaction surveys to gain a deeper understanding of commuters’ experience while travelling in the TEL network. As the COVID-19 situation improves, and more TEL stations opening up in phases, we will be conducting Meet-the-Manager sessions in person for more effective engagement.



### Go-the-Extra-Mile-Service Campaign

In conjunction with National Day 2021, we launched a three-week campaign on SMRT’s social media channels, including the Workplace platform for staff to highlight stories of good service excellence acts by our frontline staff.

Through the hashtag, #GEMS, which stands for “Go-the-Extra-Mile Service”, we shared a total of 120 stories of frontline staff serving communities and commuters around our stations and bus interchanges. When the campaign period ended, we continued sharing acts of kindness and service by our staff, to inspire and foster a caring spirit among our employees.

### Feedback Management Process

SMRT embraces Kaizen for ownership and continuous improvement. This extends to the way we manage feedback. We have in place various feedback collection avenues such as hotline, emails, forms/letters and walk-in interactions. In addition, SNAP REP, a reporting channel using WhatsApp, also allows commuters a quick and easy way to report train defects and faults.

Every feedback is important to us and treated seriously. All feedback is logged and channelled into an Integrated Feedback System (IFS), and thereafter investigated and tracked until closure. We endeavour to provide an initial respond to every feedback within 3 working days, and a closure within 14 working days.

### Music & Festivities in Station / Bus Interchange

To provide a smooth commuting experience, we play instrumental music daily in all our stations and bus interchanges. During festive periods such as Chinese New Year, Hari Raya, National Day, Deepavali and Christmas, we also play festive music to bring celebratory cheers to the commuters. In 2021, we created a halal food tour map recommending eateries near our train stations and bus interchanges in celebration of Hari Raya. We installed murals at stations around the Marina Bay area and developed an in-house National Day music video to celebrate National Day 2021.

We collaborated with renowned local Indian illustrator, Mr James Suresh, who is also a co-illustrator for comic series, *Mr Kiasu*, to bring a specially designed Deepavali themed wall mural to our commuters. For Christmas, we installed a 3D wall mural in our



stations for the very first time. Commuters could be seen eagerly taking photos with their friends and families in front of the 3D artwork. During Chinese New Year 2022, we put up Chinese New Year themed wall murals at selected high throughput stations. At Toa Payoh station, we had an exhibit of calligraphy artworks by Pei Chun Public School. In addition, our MRT stations and bus interchanges colleagues continue to lighten the mood by decorating the Passenger Service Centres for commuters travelling in our network during all major festival periods.

### Our performance and looking forward

Customer service and satisfaction remains a critical focus as we continue our pursuit towards a more sustainable future. We will continue to perform outreach activities to better engage our commuters.

### Public Health & Safety

#### Why this issue is material

The year 2021 saw the emergence of a new COVID-19 “Omicron” variant. It was many folds more transmissible than the Delta variant and quickly became the dominant COVID-19 variant across the globe.

This had also led to the significant increase in Singapore’s infection numbers, putting strains on Singapore’s healthcare sector. Due to the vigilance of our employees, we were not significantly affected.

As the health and safety of our employees and commuters are of utmost importance, our management, union leaders and staff have worked closely in partnership with the authorities to manage the situation well. This includes the implementation of

ring-fencing initiatives and intensive testing regimes. As a result, our trains and bus services were able to continue operating to serve Singapore.

**How we manage this**

We managed this wave through strict compliance to the safe management measures, intensive testing regime and close partnership with the authorities. Some measures put in place to protect the commuters included:

- 01** Provision of hand sanitisers at multiple locations at all train stations and bus interchanges
- 02** Application of microbial coating on high touchpoints such as grab poles and handrails
- 03** Deployment of cleaning robots at selected train stations and bus interchanges
- 04** Increased cleaning at train stations and bus interchanges, including toilets and vehicles
- 05** Collaterals and public announcements to remind passengers to wear a mask and refrain from talking when commuting

We also established a feedback management process to respond to accidents or injuries that occur at our train stations or bus operations. Incident notification and reporting are important so that immediate follow-up actions can be carried out expeditiously. Our first form of action when a case is received is to reach out to any injured or unwell passenger to check on their well-being.

Where necessary, we will follow up with service recovery and in some cases, with hospital visits or attendance at wake in the case of a fatality. Thereafter, an incident handling and investigation will be conducted as an integral part of incident prevention to uncover the causal factors and recommend appropriate control measures to prevent the recurrence of similar incidents. In our

investigations, SMRT adopts the multi-causation concept – 5M: Mission, Man, Machine, Medium, and Management as it is necessary to holistically examine all underlying factors in the chain of events that result in an incident.

**New Initiatives and Ongoing Efforts**

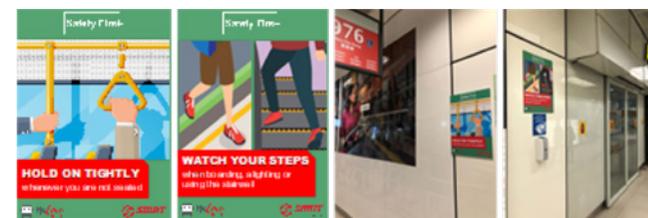
**Public Safety & Education**

While COVID-19 had reduced the opportunities for physical face-to-face engagement and public outreach programmes, we believe that consistency is key in maintaining continuity of our public safety and education programmes to entrench safety awareness in the public. We refreshed our safety collaterals in the public spaces to encourage commuters to wear a mask while commuting not only for their safety but for the safety of other passengers.



Majority of commuters' injuries on board our buses are due to not holding onto grab handles tightly when buses are in motion and misstep during boarding or alighting activities. We continued our commuter safety by renewing the safety posters at our interchange boarding berths with safety video playback at the interactive panels focussing on the safety message of, "Hold on Tightly" and "Watch Your Steps".

Educating children and adolescents when they are young and curious in areas of public transport safety sets great foundations to nurture a generation of safety-conscious commuters in the years to come. In 2021, the School Learning Journey Programme aimed at educating schools on social graciousness and safety while travelling in our roads public transport was conducted



via Zoom. With sharing by Chief Bus Captains on the 'Dos' and 'Don'ts' for safety while onboard buses, the programme had reached out to over 100 students from 4 schools spanning across pre-schoolers and secondary students.

**Escalator Safety**

SMRT Trains recognises that our commuters also play a pivotal role in creating a safe commuting environment and hence the need in promoting commuter safety. The Escalator Safety Committee was formed to formulate strategies based on accident statistics to reduce injuries on escalator, where the most commuter accidents occur.

Stickers, signages, and posters are displayed in prominent areas to visually remind commuters on the 'Do's' and 'Don'ts' on escalators while voice recorders and PA announcement provide audio reminders. We also launched a campaign, "Stay Safe on Escalators" on social media to promulgate the safe use of escalators, complemented by roadshows in stations and deployment of trained Service Ambassadors at stations with high escalator accidents, to engage our commuters on escalator safety.

**Maintaining Operation Readiness**

We understand the importance to sustain readiness to respond to and recover from major incidents, in collaboration with the authorities. Besides ensuring our protocols and procedures are in place, we place a key focus on exercising staff on various crisis scenarios.

On 17 February 2022, SMRT and SCDF, conducted a joint ground deployment exercise to simulate a chemical agent attack on a TEL train at Woodlands MRT station. The scenario involves a perpetrator releasing deadly chemical agent within a train, resulting in multiple casualties.

In the exercise, SMRT responded with the swift evacuation of affected passengers and executed pre-defined protocols to prevent spread of the chemical agent.

SCDF was activated to evacuate casualties, mitigate the source, as well as decontaminate affected passengers. This exercise successfully validated both organisations' ground responses as well as the interoperability between SMRT and SCDF.

**Security Awareness**

During the year, we also supported SGSecure's messaging as well as the LTA's objective to effectively promulgate the Threat-Oriented Person Screening Integrated System (TOPSIS) technique to identify suspicious characters and behaviour.

This was done via e-learning for all employees and digital contents for commuters. These equip the larger public transport community to act as eyes and ears on the ground as they work or commute on the public transport network, to recognise security anomalies, report and resolve them.



**Embracing Technology for Commuter Safety**

We refurbished NSEWL station escalators with commuter-friendly features such as dual-speed, directional traffic lights, handrail speed monitoring and skirt deflector to provide a safe, reliable, and comfortable journey for commuters.



At the same time, we built in sensors to help maintenance staff to track the movement of the escalator handrails and steps to ensure they are moving in tandem.

SMRT buses (selected models) have been installed with additional rear door sensors to enhance passenger safety as they board and alight from the rear exit. These electronic sensors will enhance the detection of passengers who are standing too near to the doors and not allow the doors to close.

**Our performance and looking forward**

SMRT Buses is exploring the installation of Advanced Driver Assistance System (anti-collision warnings, lane departure warnings), Anti-fatigue and Blindspot Detection systems in buses to reduce accidents and enhance safety. Likewise, SMRT Trains is using a combination of CCTVs and AI technology to detect unauthorised entry onto BPLRT tracks.

**Our Impact on the Community**

**Local Communities**

**Why this issue is material**

SMRT's vision statement is, "Moving People, Enhancing Lives", and we are committed to creating a positive impact in the communities surrounding our business operations.

Our CSR activities are guided by the three pillars of:

**01** Enabling mobility

**02** Empowering through arts and education

**03** Encouraging environmental sustainability

**How we manage this**

Since 1987, SMRT has been connecting people and communities, with a network of train and bus services across Singapore.

The last two years during the pandemic were challenging as we forged ahead to improve our service delivery while ensuring continued operation of essential public transport services. We recognise that SMRT plays an essential role in transporting people and helping them live their lives as normally as possible. Beyond delivering our rail and bus services, we are also constantly looking for ways to care for and engage our commuters and the community.

**New Initiatives and Ongoing Efforts**

**Supporting Our Community through Tap For Hope**

In January 2022, SMRT Trains launched Tap For Hope (TFH), an initiative that saw us partnering the President's Challenge (PC) to raise funds for 93 benefitting agencies supported by PC. Under the theme "Building a Digitally Inclusive Society", the PC aimed to empower vulnerable groups so that they have the digital tools, skills and connectivity to remain socially and economically active in a digital-first world.

Due to COVID-19 safety considerations, donation was raised via the scanning of a PayNow QR code, rather than tapping, at three MRT stations: Paya Lebar and HarbourFront MRT stations along the CCL, and Jurong East MRT station on the NSEWL.



We also rolled out online publicity via our corporate website and social media platforms, as well as reached out to our community partners, to encourage giving. The initiative ran for six weeks from 15 January to 28 February 2022. Over \$40,000 was raised.

The President's Challenge is a national movement led by the President to rally Singaporeans to build a caring and cohesive society. An annual community outreach, it aims to bring together people from all walks of life, under the President's patronage, to help those who are less fortunate. 100% of the donations raised under the President's Challenge goes to benefiting agencies supported by it.

### Adopt-a-Station & Adopt-An-Interchange programme

Adopt-a-Station (AAS) & Adopt-An-Interchange (AAI) programme is our community outreach programme with schools and students. The programme gives the schools and students the opportunity to connect with the commuters at our stations or bus interchanges near their schools and build affinity with the neighbourhood.

Under AAS/AAI, each student can choose to participate in one or more activities such as playing the role of a service ambassador or displaying their talents in artwork or performances. They benefited from this confidence-builder and taught them perseverance.

We work closely with the schools to programme the activities for the students. Typically, a two-hour training session will be conducted at the beginning of the programme, an orientation of the station/bus interchanges and service etiquette. This year, SMRT's AAS/AAI programme continued running virtually due to covid restrictions.

Students from more than 20 schools, from childcare centres to secondary schools, got to connect with our frontline staff and learn more about their work. Moving forward there are plans underway to expand the programme to more schools, including Institutes of Higher Learning and Special Education schools.



### Release of children's song "Our MRT Ride"

To build affinity and a love for trains with young commuters, we released "Our MRT Ride", a children's song about safety and graciousness when riding in trains. We collaborated with local composer Natalie Hiong to pen the song, while animation students from Singapore Polytechnic produced the music video. The track was used in our outreach programmes to preschools and primary schools, while pre-school chain My First Skool taught the song to more than 10,000 of their pupils.

### Completion of the Singapore Rail Discovery Centre

In November 2021, Singapore's first 420-sqm Rail Discovery Centre (SRDC) opened at Mandai Depot. The centre tells the story of Singapore's railway – from its humble beginnings in 1987 to the world-class network it is today. A collaboration between LTA



and SMRT, the interactive exhibition showcases the technical expertise of our people and the technological advancements we employ in the industry.

Since SRDC's completion, we have hosted tours for key stakeholders and industry partners including the LTA, fellow public transport operators, management of the National Transport Workers' Union, foreign guests and political office holders like Education Minister Chan Chun Sing and Senior Minister of State Chee Hong Tat, and Members of Parliament including Melvin Yong and Murali Pillai. In June 2022, we launched tours for family members of our staff before the centre opens to the public.

### Our performance and looking forward

Making a positive impact on our community has always been our priority. One of our upcoming initiatives is Project Comic Connect. We are working with local artists and art schools to install heritage themed, comic-style wall mural across 35 MRT stations to continue building affinity with communities around our stations. This is also part of SMRT 35<sup>th</sup> anniversary activities.

### Accessibility & Inclusivity

#### Why this issue is material

We want to encourage more people to use public transportation and thus reduce demand for cars on roads.

This is only achievable by making public transport more accessible and inclusive. We also acknowledge that Singapore is currently facing an aging population that is caused by the increased life expectancy coupled with decreasing birth rates in addition to tackling health problems such as dementia which is expected to worsen as the population ages. As such, we want to ensure that everything possible is done to improve our services and deliver a public transport system that is not only safe and reliable but also commuter centred and inclusive.

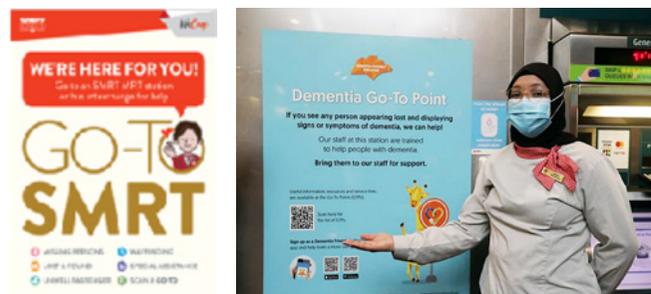
**New Initiatives and Ongoing Efforts**

**Go-To SMRT initiative**

On 21 April 2021, we officially launched Go-To SMRT, an initiative that aims at enhancing our services and facilities to better serve the community. We encourage everyone to reach out to the nearest train station or bus interchange as the first place they turn to for help such as wayfinding, first aid, locating missing children or the elderly, and any other form of assistance that may help in their travels in the transport network.

Starting with 17 SMRT train stations and five bus interchanges, the initiative will be progressively rolled out and all our stations and bus interchanges will be Go-To SMRT ready by end of 2022. In line with our WeCare service ethos, running a safe, reliable, and commuter-centric train and bus service has always been our top priority.

Under the initiative, a unique “Scan & Go-To” QR code serves as a digital concierge service for commuters to easily access useful travel information. It includes Go-To Maps featuring



frequently-asked-for amenities surrounding the stations, train/ bus timings, and alternative travel information.

To further support SMRT’s commitment to service excellence, scenario-based training has been added to the curriculum for the operator’s frontline bus interchange and station staff. The training, provided by specialist and partner organisations such as the Agency for Integrated Care (AIC), Singapore Association of the Visually Handicapped, the Alzheimer’s Disease Association, Guide Dogs Singapore Ltd (GDS) and the Handicaps Welfare Association (HWA), had enabled our frontline staff to confidently handle a variety of situations commonly encountered within the network.

In addition, the 17 SMRT train stations and five bus interchanges have been listed by AIC as Dementia Go-To Points (GTPs). GTPs are touch points within the community that serve as resource centres to provide information and useful resources on dementia and link those who need help with relevant dementia-related services.



It also serves as a ‘safe return’ point where members of the public can bring persons living with dementia who may appear lost or unable to remember their way home. Trained SMRT staff will know how to help to contact their next-of-kin. This is part of the collaboration between SMRT and AIC under the Dementia-Friendly Singapore (DFSG) initiative.

We have also improved our facilities such as transforming our first aid rooms into WeCare rooms to make them more welcoming and comfortable. Our intent is to allow the missing child or the elderly with dementia to rest and calm down while waiting for their Next-of-Kin or further medical assistance to arrive.

To better support persons with dementia and their caregivers, a supportive and inclusive community is critical to help them live and age well. We must constantly improve or Kaizen ourselves to better serve our commuters and communities with great respect, empathy, humility, and care.

**Kindness seats**



Before

After

Underscoring SMRT’s commitment to partner the Agency For Integrated Care (AIC) in building inclusivity throughout the transport network, the two organisations plan to roll out the dementia-friendly “Kindness Seats” in 29 SMRT train stations. The tagline on the Kindness Seats “Lend a helping hand, Be a Dementia Friend” aims to highlight simple ways in which commuters can help build Singapore to become a caring and dementia-friendly nation.

This aligns with DFSG objective in rallying the society to be aware and keep a look out for those who require assistance. The seats are wrapped in brightly coloured decals which makes them more visible for seniors and persons living with dementia to prevent them from falling or knocking against edges. By June 2022, a total of 45 SMRT’s train stations will feature the dementia-friendly themed “Kindness Seats”.

### Enhanced SMRT Connect app

The SMRT Connect mobile app was updated and enhanced in 2021 with more inclusive features. Some of the enhancements included real-time lift availability information indicating if any lift in a station is out of service. This allows them to plan their journey ahead of time, and improved locality maps and refreshed station exits information to complement the Go-To SMRT initiative.

Frequently sought-out local communities and amenities surrounding the stations and bus interchanges such as social service agencies, medical facilities, community centres and police stations are listed in this updated feature. The application is regularly updated, most recently to include the six new TEL stations that commenced service in August 2021.

### NaviLens

To assist visually handicapped commuters navigate Woodlands Integrated Transport Hub (WITH), SMRT Buses has launched a first-in-Asia trial of the NaviLens app in June 2021. This easy to use app, provides audio assistance to a visually handicapped commuter when pointing a mobile phone camera in the general direction of a coloured tag.

The coloured tags are strategically placed at various locations of WITH and the NaviLens App can capture them from a distance of up to 12m, at any angle, in a wide range of lighting conditions, and without the need to focus the camera lens.

Through the app, the phone will then read out to the user information such as general direction and current location. We aim to extend the implementation of NaviLens app to cover the entire WITH by May 2022. By the end of 2022, we will also roll out the app to the rest of the bus interchanges at Bukit Panjang and Choa Chu Kang.

### Our performance and looking forward

As part of SMRT's continuous efforts, we have ongoing plans in the pipeline in 2023 to make the public transport network more inclusive and accessible for all commuters to travel with greater confidence.



**Mr Chong Kwek Bin, Head of Employability & Employment and Advocacy, Singapore Association of the Visually Handicapped (SAVH) said:** "SAVH is happy to see SMRT's continued commitment to the partnership it has forged with us over the years to build an inclusive public transport system for the visually impaired.

**SMRT is a role model to others in its willingness to expend special effort for the benefit of the visually impaired, and even more so in its understanding that, in order to build a solution that will work, it must talk to the users, and the organisations which best understand the users. We look forward to further developing this product with SMRT, and other collaborations with SMRT and other like-minded entities."**

# 04

## Responsible Practices

- Business Ethics & Integrity
- Cybersecurity & Data Protection



# Responsible Practices

## Business Ethics & Integrity

### Anti-corruption & Anti-bribery

At SMRT, we are committed to maintaining the highest standards of integrity and honesty in conducting our business. To demonstrate our commitment to protecting and preserving our organisation's integrity, we have obtained the ISO 37001 Anti-bribery Management System (ABMS) certification in May 2022.

#### Why this issue is material

Bribery and corruption increase the cost of doing business, impact competitiveness, affect employee morale, and cause reputation loss to a company. Being ISO 37001 certified enhances confidence among our management, employees and other stakeholders that we are actively pursuing internationally recognised and accepted processes to prevent bribery and corruption.

#### How we manage this

At SMRT, we have implemented an ABMS which acts as an instructive and exhaustive guide in the identification of bribery risks and formulation of viable bribery risk management practices. It comprises various policies and established processes, implemented and maintained by the relevant departments within SMRT. Examples of these policies include the Code of Business Conduct and Ethics, Group Expense Policy, and Financial Policy Manual. The ABMS is also covered by our Company's internal controls and systems for the management of anti-bribery risks.

In 2021, we kicked off the process to becoming ISO 37001 ABMS certified with the required audit. We believe that achieving the ISO 37001 certification will enhance confidence among our internal and external stakeholders that the Company is actively pursuing the prevention of bribery and corruption. The Company obtained the ISO 37001 certification in May 2022.

### New Initiatives and Ongoing Efforts

To raise awareness regarding anti-bribery and anti-corruption practices among employee, all employees must undergo periodic anti-bribery and corruption learning, in person and/or online. In addition, the Company regularly posts messages via its internal social media app that is accessible by all our employees.

Our Code spells out the standards and rules of conduct with which our employees are expected to follow as our commitment to honest and ethical business conduct. These standards and rules have also been embedded into various of our corporate and operational policies and procedures. Our Code is accessible to all employee via our intranet.

In addition to the preventive measures, our Internal Audit function conducts independent audits in the business units, based on the approved risk-based internal audit plan to ensure compliance with the Company's policies. Any non-compliance would be used to further enhance the ABMS, as well as sharing across the company.

#### Our performance and looking forward

The Company is committed to conducting its affairs with the highest standards of integrity and compliance with the law. Therefore, it has a zero-tolerance of bribery and corruption. We also want to extend this to our subsidiaries and aims to get the first subsidiary to be certified by 2023.

## Regulatory Compliance

### Why this issue is material

As a public transportation provider, our rail, bus, and taxi operations are subjected to extensive regulations. Potential regulatory risks arising in the case of non-compliance with these regulations relate primarily to operating licences, transport policies and legislation, transport fares and operating performance standards.

In addition, our brand reputation and trust forged with our stakeholders over the years are at risk in case of any non-compliance which in addition may expose us to, potential legal and financial risks and penalties. Hence, it is highly critical for SMRT as a business to ensure that our operations, including

our employees and suppliers, fully comply with applicable laws and regulations at all times.

#### How we manage this

For Rail operations, SMRT Trains has to comply with various Codes of Practice and regulatory requirements issued by the LTA and other government agencies such as Asset Management Requirements, Key Performance Indicators, Operating Performance Standards, and Maintenance Performance Standards governing safety, equipment reliability, train service delivery and train punctuality. Similarly, for our Bus operations, SMRT Buses has to comply with the various requirements that regulate safety and service standards, for example, the Quality of Service ("QoS") standards. Financial penalties may be levied if these requirements and standards are not met.

For Taxi Operations, Strides Taxi is aligned with the new Point-to-Point (P2P) regulatory framework implemented by the LTA which commenced in October 2020. Under the new regulatory framework, our existing Taxi Service Operator Licence has now transitioned to a Street-Hail Service Operator Licence (SSOL) and a Ride-Hail Service Operator Licence (RSOL) - Class 2 (for operating a call booking centre). Additionally, we also comply with the following standards:

**01** Quality of Service (QoS) Standards.

**02** Codes, audit requirements and policies that impact new vehicle purchases such as the Certificate of Entitlement, Vehicular Emission Scheme and European Emission Standards.

We are committed in keeping abreast with latest developments by working closely with the regulatory authorities to align with policies that may impact our business, especially from the Private Hire Vehicle trade.

### New Initiatives and Ongoing Efforts

To strengthen our working relationship with the regulators, we hold regular Joint-Board and Joint-Management meetings with

LTA to ensure tight oversight on key issues pertaining to safety and security standards, statutory and Licence requirements, asset renewal programme, operational and maintenance management, and technology collaborations.

### Corporate governance & board diversity

#### Why this issue is material

The Board and Management of SMRT Corporation Ltd believes that good corporate governance is essential to ensure the sustainability of the Group's businesses. Good governance also improves the performance of the Group's businesses, its productivity and enhances brand reputation. The Board also places equal importance on diversity of age, gender and ethnicity to form a capable board which ultimately leads to robust decision-making and promotes accountability.

#### How we manage this

The Group's corporate governance framework adheres to the principles and provisions of the Code of Corporate Governance 2018 (the "Code") to the extent applicable. The Group's corporate governance guidelines and practices are regularly reviewed where necessary to enhance our corporate governance framework and maintain its relevancy and currency.

To signify support for diversity at the highest level, the Board has adopted a Board Diversity Policy which sets out the Group's approach in promoting board diversity. The Board believes that diversity enhances decision making and promotes effective corporate governance.

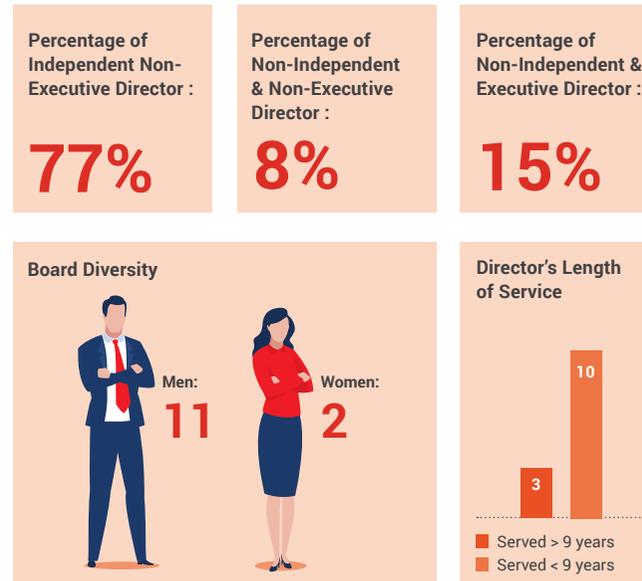
#### New Initiatives and Ongoing Efforts

Since 2001, the Company has had female representation on its Board. Currently, the Board Sustainability Committee is chaired by Ms Judy Lee, a risk management professional. Ms Judy Lee sits on the Audit & Risk Committee, Nominating & Remuneration Committee and Executive Committee, and chairs the Board of Strides DST Pte Ltd, a subsidiary of the Group. Similarly, SMRT Trains Ltd, a material subsidiary of the Group, has 1 female member on its Board to provide diversity of ethnicity and gender.

Diversity plays an important role in building an inclusive environment that drives performance and financial results. In addition, the Board of the Company has diversity of ethnicity

to better promote workforce cohesion and provide stronger support for cultural diversity in the workforce.

#### Our performance and looking forward (as of 1 Aug 2022)\*



\* Based on a total of 13 combined Board members of the Company and SMRT Trains Ltd

### Risk Management

#### Why this issue is material

Risk management is an integral part of our business as it minimises the likelihood and impact of operational incidents and potential losses, as well as provides a framework of evaluation for new business opportunities. It also assures our Board and stakeholders that key enterprise and business risks faced by the organisation have been identified, assessed and managed with appropriate risk mitigation measures and controls.

#### How we manage this

SMRT's Enterprise Risk Management (ERM) Framework, based on the principles and guidelines identified in ISO 31000:2018 Risk Management, enables SMRT to deal with business and operational uncertainties by identifying key risks and implementing appropriate control plans. Our ERM Framework is underpinned by the principle that managing risk is integral

to, and not separate from, the way in which the Group runs its business. By linking the ERM Framework to the Group's Business Strategy, the Board ensures the Group's business strategies, plans and budgets are aligned with its risk appetite.

### Risk Governance

The Group's corporate governance strategy comprises four lines of defence that illustrate how specific duties related to risk and controls are assigned and coordinated within the Group, to facilitate timely risk identification, escalation and provision of Board assurance. The Board is responsible for the governance of risk and ensures that Management maintains a sound system of risk management and internal controls to safeguard the interests of the Group.

The Board actively exercises its oversight of the Group's risk management and internal controls through the Audit and Risk Committee ("ARC"), Board Safety and Security Committee ("BSSC") and Joint Asset Renewal & Maintenance Standards Committee ("Joint ARMS"). The Joint ARMS Committee comprises members of both the Board and the board of the regulator to synergise and optimise risk management and controls for Public Transport Services across the Design, Build, Operations, and Maintenance (DBOM) spectrum.

The Group's risk appetite and key risks are identified and presented to the ARC and BSSC for review. Key risks and the adequacy of control measures are also presented to ARC, BSSC and Joint ARMS on a quarterly basis. Ownership of the risk management process is clearly defined and cascaded to the Group's various Business Units and Functional Departments.

### Risk Management Process

The Group adopts an integrated top-down and bottom-up risk review approach that enables systematic identification and prioritisation of all material risks. All Business Units and Functional Departments are required to identify key and emerging risks, conduct risk prioritisation exercises, refresh their risk registers, and develop the requisite risk controls and risk treatment action plans regularly. The identified risks, their indicators and action plans are to be continually reviewed and reported at the Management Committee and Board Committees, with insights and strategic recommendations cascaded back to the Business Units and Functional

Departments. The Group categorises its risks into three key areas: Operational, Financial and Compliance. We mitigate risk exposure through appropriate risk management measures and internal controls. Key risk and key performance indicators are closely monitored to ensure that the risks are managed within the Group's risk appetite and tolerance limits.

### Critical Incident Management

Potential incidents in relation to our rail or bus networks could involve prolonged delay or suspension of the normal operations of services which would affect masses of commuters and disrupt their daily commute to work, school and home. Early identification of risks allows SMRT as a Group to plan and take swift action as soon as any risks translate into issues. The following measures have been implemented to ensure timely response should an issue occur:

- **Board Crisis Management Framework** - Lays out the roles and responsibilities of the Board in the oversight of crisis management, including actions to be taken at the start of a crisis, timely updates to the Board of material information, the information management process to protect the Group from undue exposure to liability, as well as post crisis investigation and review.
- **Plans and procedures at an individual risk level** – Our Rail Incident Management Plan (RIMP) will provide guidance for the management of a major train-related incident and so will the Bus Incident Management Plan (BIMP) for our bus operations. Dedicated incident management plans also exist for Cyber Security, Strides Automotive and Strides Mobility Services.
- **Regular tabletop exercises on incident management** – Conducts regular exercises for all our sub-units.
- **Crisis Management Team (CMT)** - Provides strategic direction and guidance in the management of a severe or prolonged incident.
- **Business Continuity Management System (BCMS)** - Systematic and logical approach towards monitoring, managing and recovering from business disruptions. It allows the integration of SMRT's management, people, technology, facilities and business processes to ensure

the resiliency of the organisation by quickly recovering key products and services to the minimal acceptable level during a crisis or incident. Our BCMS is subjected to annual ISO22301 external audit.

Combined with the above measures, exercises to enhance our capability in handling potential threats including terrorism, as well as the validation of our business continuity plans, allow us to maintain organisational vigilance and readiness. Active collaborations with key ministries and agencies including the Singapore Police Force, Singapore Armed Forces and Singapore Civil Defence Force, are central in these exercises.

### New Initiatives and Ongoing Efforts

During the year, the Group's ERM function implemented several initiatives targeted at strengthening risk management practices. Some of the notable initiatives include:

- Conducting the inaugural SMRT Risk Culture Survey for the Group to evaluate the organisation's risk awareness and application of risk management as part of the risk culture.
- Updating the control self-assessment programme, with the assessment targeting key risk areas of the respective Business Unit and Functional Departments, to facilitate early identification of control gaps and areas for improvement.
- Proactive monitoring of developments related to the impact of COVID-19 and adjusting our business continuity plans and measures accordingly to minimise any operational disruptions.
- Integrating Environmental, Social and Governance (ESG) considerations into the ERM Framework to strengthen the cohesiveness of sustainability-related risk management.

The key risks and opportunities faced by the Group, the relevant mitigating factors and how they are managed are set out in our Group Review (refer to pages 70 to 74).

### Our performance and looking forward

Going forward, we will continue to strengthen our risk management framework processes to put greater emphasis on a collaborative approach to risk and control assessment. These include unified reporting and monitoring of key risks

and identifying of common criteria to assess the risks, as well as the adequacy and effectiveness of internal controls.

## Supply Chain Management and Responsible Procurement

### Why this issue is material

We believe that SMRT as a significant company can impact our suppliers and their expectations, greatly influence the activities of the suppliers we work with and eventually impact the performance of the industry, e.g. operating in a more environmentally and socially sustainable manner.

We acknowledge that procurement is one of the key organisation levers to support ESG initiatives, especially environmental sustainability. At SMRT, we define sustainable procurement as positive economic, social and environmental impacts over the entire life cycle in accordance with ISO20400:2017 Sustainable Procurement Guidelines.

### How we manage this

We work closely with our suppliers by building strong relationships and obtaining feedback to encourage open communication. Through cooperation in a mutually beneficial relationship with our key suppliers, we are able to deliver cost savings and reduce any form of delay, price volatility and quality issues, which then translates into better service for our customers.

Additionally, we have established robust procedures to ensure that our procurement process is conducted with integrity and transparency, based on the principles of open and fair competition.

### SMRT Trains

SMRT adopts a pre-emptive approach to ensure long term supply chain sustainability. Our strategy is to have multiple sources and establish in-house repair capabilities for risk diversification. In addition, we also stockpile critical parts and fortify early detection to achieve cost efficiency and supply chain resilience. For the new system, SMRT has worked with LTA to develop the Land Transport Life Cycle Management Manual and included the Integrated Logistics Support (ILS) requirements in new projects.

The ILS requirements ensure that logistics support concept and arrangements are developed at the early stage in the Design & Build phase to ensure sustainability of the system till its end of life at an optimum cost. The elements of ILS may include, but not limited to activities in figure below:

Figure 1 : ILS Activities



During Operate & Maintain phase of the asset life cycle, SMRT works closely with the Authority on asset renewal requirements to uphold the performance of the asset at a sustainable cost throughout the life cycle. These include any planned Mid-Life Upgrades, Life Extension Study and assurances of part availability from OEM through strategic partnership via Long Term Service Support Contract.

**SMRT Roads**

The SMRT Roads team applies a holistic approach towards a complex supply chain with focus on direct vendors to make conscientious efforts on sustainability, maintaining high

environmental and social standards, and in alignment with SMRT Sustainable Procurement Guide:

- a. Identification of supply chain risks to monitor key vendors and establish long term contracts with them for critical spare parts and essential services to ensure secure supply.
- b. Adoption of ISO 37000 best practises with commitment letter to comply with good code of conduct & ethics.
- c. Continuous efforts to reduce CO2 by using high quality ultra-low sulphur diesel (Exxon Synergy Diesel Efficient) and ozone friendly refrigerants.

**New Initiatives and Ongoing Efforts**

**Managing Obsolescence**

We acknowledge that obsolescence is inevitable, and it cannot be avoided. We believe that obsolescence management (OM) is essential to achieve optimum cost-effectiveness throughout the life cycle of a product.

We therefore carry out a detailed planning and risk assessment to minimise the impact of obsolescence and its potential high costs. We develop proactive measures that are captured in an Obsolescence Management Plan (OMP) by the Project Team. These measures are not only implemented during the handover to the maintenance team, but right from the contracting phase and throughout the life cycle of the system.

**Sustainable Procurement**

We have rolled out the Sustainable Procurement Management Program (SPMM) in January 2022. The SPMM comprises policies and processes to raise environmental and social awareness amongst our key suppliers and our employees. We have incorporated Sustainable Procurement considerations at each stage of the procurement process. By doing so, we aim to purchase responsibly and ensure equal opportunities for all when procuring goods and securing major tenders. As part of the implementation of the SPMM, we have established a Sustainable Procurement Checklist (to be completed by the business unit) for major tenders to ensure that major tenders of value >\$1 million are reviewed for sustainable purchasing opportunities and compliance with environmentally preferable purchasing requirements.

To ensure that our employees have the necessary skills and knowledge to assist them in completing the Checklist and subsequently perform supplier assessments, we have also rolled out three in-house e-learning modules in January 2022 on Sustainable Procurement that cover the following aspects:

01

First module is a basic foundational knowledge on sustainability (mandatory for executive employees and above).

02

Second & third modules are targeted at employees with procurement functions and explain how Sustainable Procurement looks like in practice.

These courses had been assigned with scheduled completion dates by end FY22.

**Our performance and looking forward**

For FY22, we have put in place the programme framework to support SMRT's drive to purchase responsibly and sustainably. Going forward, we will be collecting data to measure and report on the progress of this programme. We will also be sharing with vendors our Sustainability Procurement initiatives to promote alignment with our ESG drive.

**Cybersecurity & Data Protection**

**Why this issue is material**

As a Critical Information Infrastructure Owner, the Company is committed to maintaining an elevated state of cybersecurity over its Operational Technology (OT). Taking references from industry best practices for IT and OT, the Company ensures appropriate investments in cybersecurity, generates awareness of good cybersecurity practices amongst employees, and carries out cybersecurity exercises to test incident response.

SMRT manages and processes personal data of its employees, customers and other stakeholders for its business and operational needs, according to the provisions of the Personal Data Protection Act. In doing so, the Company is committed

to being a trusted data steward of these personal data. The Company may face legal repercussions if personal data is stolen, modified, shared, or exploited in a manner not intended by the owners of the personal data. Such legal repercussions affect employee morale and cause reputation and financial losses to the Company. In addition, any data breach would weaken our stakeholders' trust in the Company.

#### ***How we manage this***

To demonstrate our commitment to be a trusted data steward, we have implemented a Data Protection Management Program (DPMP). The DPMP is managed by the Data Protection Officer and the Data Protection Associates.

#### ***Our initiatives***

All employees must undergo periodic data protection learning. In addition, the Company regularly posts messages via its internal social media app to raise data protection awareness

among employees. Internal Audit conducts independent assessment to ensure compliance to the data protection policy and the findings would be used to further enhance the DPMP.

SMRT Trains has set up a dedicated OT cyber security team to manage and govern the cybersecurity risks of SMRT Trains' OT systems. SMRT Trains has adopted multiple layers of protection in conjunction with a risk-based approach to protect the cyber security of the respective Critical Information Infrastructure (CII) systems.

There are three layers in cyber security protection. Levels 1 and 2 comprise the strong framework and procedures in place, the OT/IT separation and physical controls respectively. These levels can reduce the probability of cyber incidents against CII systems. The third layer of protection covers the assessment of the system design and processes. SMRT Trains OT Cyber Security framework is closely mapped to the National

Institute of Standards and Technology (US) Framework. This Framework addresses Threats, Risks and Vulnerabilities, along with obligations to meet Legal (Cyber Security Act, Cybersecurity Code of Practice for CII) and Regulatory (LTA Code of Practice) requirements for Cyber Security.

#### ***Our performance and looking forward***

In line with its commitment to being a trusted data steward, the Company aims towards zero major data breaches. The Company has had several minor data breaches in the last few years. However, there were no known data breaches for FY 2022. We will continue to uphold and maintain robust personal data protection and cybersecurity measures in our operations.



# What's Next?

Contributing to the Singapore Green Plan 2030 through providing greener modes of transportation to our people is at the heart of what we do. We care to support people in choosing public over private transportation options by making our trains and other transportation modes more accessible and inclusive. We are cognisant that increasing ridership and expanding the rail network will increase SMRT's carbon emission, but this will also reduce the overall carbon emission for the land transport sector.

To mitigate or reduce any negative impact, we have set ourselves more ambitious environmental targets and are currently preparing to commit to the Science Based Targets initiative (SBTi) with the goal to have our own Science Based Targets validated by 2025.

We also support the Taskforce on Climate-Related Financial Disclosures (TCFD) and intend to map pathways of how our revenues and costs are affected by climate risks, perform scenario analysis of global warming levels, and implement plans for the mitigation of risks identified by 2025.

Moving People, with Tomorrow in Mind, will only be achievable if we continue to engage our valued employees and business partners on this journey with us. Being an employer of choice and trusted partner will allow us to provide our customers the excellent transportation experience they deserve such that the decision to use public transportation modes becomes their natural choice.

# Appendix 1:

## GRI Content Index

### GENERAL DISCLOSURES

GRI Standard	Disclosure	Page Number or Reference
	<b>Organisational Profile</b>	
102-1	Name of the organisation	Page 2
102-2	Activities, brands, products & services	Page 2
102-3	Location of headquarters	Singapore
102-4	Location of operations	Singapore
102-5	Ownership and legal form	Page 2
102-7	Scale of the organisation	Group Review 2021/22 - Page 10, 23
102-8	Information on employees and other workers	Page 7, 29
102-9	Supply chain	Page 41-42
102-10	Significant changes to the organisation and its supply chain	No significant changes
102-11	Precautionary Principle or approach	Page 16
102-12	External initiatives	Page 34-35
102-13	Membership of associations	Page 28
	<b>Strategy</b>	
102-14	Statement from senior decision maker	Page 3-5
	<b>Ethics and Integrity</b>	
102-16	Values, principles, standards, and norms of behaviour	Page 2, Group Review 2021/22 - Page 2
	<b>Governance</b>	
102-18	Governance structure	Page 16
102-19	Delegating authority	Page 16
102-20	Executive-level responsibility for economic, environmental, and social topics	Page 16
102-21	Consulting stakeholders on economic, environmental, and social topics	Page 14-15
102-30	Effectiveness of risk management processes	Page 40-41
	<b>Stakeholder Engagement</b>	
102-40	List of stakeholder groups	Pages 14-15
102-41	Collective bargaining agreements	Page 29
102-42	Identifying and selecting stakeholders	Pages 10-11
102-43	Approach to stakeholder engagement	Pages 10-11
102-44	Key topics and concerns raised	Pages 11, 14-15

GRI Standard	Disclosure	Page Number or Reference
	<b>Reporting Practice</b>	
102-45	Entities included in the consolidated financial statements	Group Review 2021/22 – Page 3
102-46	Defining report content and topic boundaries	Page 2
102-47	List of material topics	Page 11
102-48	Restatements of information	No restatements
102-49	Changes in reporting	No changes in reporting
102-50	Reporting period	Page 2
102-51	Date of most recent report	Page 2
102-52	Reporting cycle	Annual
102-53	Contact point for questions regarding the report	Page 2
102-54	Claims of reporting in accordance with the GRI standards	Page 2
102-55	GRI content index	Page 45-46
102-56	External Assurance	Page 2

# Appendix 1: GRI Content Index

## MATERIAL TOPICS

GRI Standard	Disclosure	Page Number or Reference
<b>Energy Consumption</b>		
<b>GRI 103: Management Approach 2016</b>	103*	Management approach Page 18-20
<b>GRI 302: Energy 2016</b>	302-1	Energy consumption within the organization Page 19, 21
	302-3	Energy intensity Page 19
<b>Greenhouse Gas (GHG) Emissions</b>		
<b>GRI 103: Management Approach 2016</b>	103*	Management approach Page 20-21
<b>GRI 305: Emissions 2016</b>	305-1	Direct GHG emissions (Scope 1) Page 21
	305-2	Energy indirect GHG emissions (Scope 2) Page 21
	305-3	Other indirect (Scope 3) GHG emissions Page 21
	305-4	GHG emissions intensity Page 21
<b>Resource Stewardship</b>		
<b>GRI 103: Management Approach 2016</b>	103*	Management approach (Water) Page 23
<b>GRI 303: Water and Effluents 2018</b>	303-3	Water withdrawal Page 23
<b>GRI 103: Management Approach 2016</b>	103*	Management approach (Waste) Page 21-22
<b>Human Capital</b>		
<b>GRI 103: Management Approach 2016</b>	103*	Management approach Page 25-31
<b>GRI 401: Employment 2016</b>	401-1	New employee hired and employee turnover Page 39
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees Page 25-26
<b>GRI 403: Occupational Health and Safety 2018</b>	403-1	Occupational Health and Safety Management system Page 28
	403-2	Hazard identification, risk assessment & incident investigation Page 33
	403-3	Occupational health services Page 25, 26-28
	403-5	Worker training on Occupational Health and Safety Page 26-28, 32-34
	403-6	Promotion of worker health Page 26-28
	403-9	Work-related injuries Page 28
<b>GRI 404: Training and Education 2016</b>	404-1	Average hours of training per year per employee Page 31
	404-2	Programmes for upgrading employee skills and transition assistance programmes Page 30-31

GRI Standard	Disclosure	Page Number or Reference
<b>GRI 405: Diversity and Equal Opportunity 2016</b>	405-1	Diversity of governing bodies Page 40
<b>GRI 406: Non-discrimination 2016</b>	406-1	Non-discrimination policies Page 28, 29
<b>Customer Service &amp; Satisfaction</b>		
<b>GRI 103: Management</b>	103*	Management approach Page 20-21
<b>Our Impact on the Community</b>		
<b>GRI 103: Management Approach 2016</b>	103*	Management approach Page 34-37
<b>GRI 413: Local Communities 2016</b>	413-1	Operations with local community engagement, impact assessments, and development programmes Page 34-37
<b>Cybersecurity &amp; Data Protection</b>		
<b>GRI 103: Management Approach 2016</b>	103*	Management approach Page 42-43
<b>GRI 418: Customer Privacy 2016</b>	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data Page 43
<b>Business Ethics &amp; Integrity</b>		
<b>GRI 103: Management Approach 2016</b>	103*	Management approach Page 39-43
<b>GRI 205: Anti-corruption 2016</b>	205-2	Communication and training about anti-corruption policies and procedures Pages 39
	205-3	Confirmed incidents of corruption and actions taken There were no incidents of corruption noted.
<b>GRI 307: Environmental Compliance 2016</b>	307-1	Non-compliance with environmental laws and regulations There was no non-compliance with environmental laws and regulations noted.
<b>GRI 308: Supplier Environmental Assessment 2016</b>	308-1	New suppliers that were screened using environmental criteria Page 42
<b>GRI 405: Diversity and Equal Opportunity 2016</b>	405-1	Diversity of governing bodies Page 40
<b>GRI 419: Socioeconomic Compliance 2016</b>	419-1	Non-compliance with laws and regulations in the social and economic area There was no non-compliance with laws and regulations in the social and economic area noted.

\* Comprises GRI 103-1, GRI 103-2 and GRI 103-3 (explanation of the material topic and its boundaries, components, and evaluation of the management approach)

## Appendix 2: UN GC Content Index

Principle	Description	Page Reference
<b>HUMAN RIGHTS</b>		
Principle 1	Businesses should support and respect the protection of internationally proclaimed human rights; and	Page 29-30, 47
Principle 2	Make sure that they are not complicit in human rights abuses.	Page 29-30, 47
<b>LABOUR</b>		
Principle 3	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;	Page 29-30
Principle 4	The elimination of all forms of forced and compulsory labour;	Page 47
Principle 5	The effective abolition of child labour; and	Page 47
Principle 6	The elimination of discrimination in respect of employment and occupation	Page 47
<b>ENVIRONMENT</b>		
Principle 7	Businesses should support a precautionary approach to environmental challenges	Page 16
Principle 8	Undertake initiatives to promote greater environmental responsibility; and	Page 18-23
Principle 9	Encourage the development and diffusion of environmentally friendly technologies	Page 18-23
<b>ANTI-CORRUPTION</b>		
Principle 10	Businesses should work against corruption in all its forms, including extortion and bribery.	Page 39, 47

## Appendix 3: SMRT Supplier Code of Conduct

SMRT and its subsidiaries are committed in conducting its businesses in an ethical conduct, environmentally sustainable and legal manner. As part of this commitment, SMRT requires its suppliers to operate in accordance with the values as stated in this SMRT Supplier Code of Conduct (“SCOC”) and in full compliance with all relevant laws and regulations. This code shall be communicated and understood by all suppliers and their subsidiaries, subcontractors and other relevant third parties that provides goods or services to SMRT.

### 1. Compliance with Laws

SMRT requires all suppliers to fully comply with all applicable national, state laws and regulations including, but not limited to those relating to employment standards, workplace health and safety, intellectual property, corruption and bribery and environmental management.

### 2. Labour Rights Standards

SMRT believes all employees in the supply chain warrant a rational and ethical workplace by upholding the utmost standards of human rights. Indentured, child, forced labour and slavery should be prohibited. SMRT require its supplier to create and maintain a working environment that is free from harassment, abuse, discrimination, and corruption. All employees should be treated with dignity and respect and should not be in a state that violates the human rights.

### 3. Workplace Health and Safety

Suppliers should ensure that their employee are being provided a safe and healthy work environment that integrates workplace health and safety measures which comprises but not limited to, fire and life safety measures, emergency preparedness and responses, occupational health and safety management and incident management.

### 4. Environmental Management

Suppliers should always utilise best practices in environmental management and be compliant with local environmental laws including but not limited to those pertaining to waste disposal (hazardous waste, non-hazardous waste, etc), air emissions, pollutions, discharges and etc.

### 5. Gifts & Entertainment

SMRT recognises the appropriateness of gifting and entertainment in the course of conducting businesses. However, SMRT is committed to decline any forms of gifts and entertainment that could be in any way be interpreted as attempting to influence business decision in favour of any person or organisation.

### 6. Conflict of Interest

Supplier should not have any dealing or transaction with any SMRT employees that creates the conflict of interest.

### 7. Disclosure of Information

Suppliers should take the responsibility to protect the data and respect SMRT privacy requirements and obligations. Disclosure of any information to appropriate parties as required by law should not be falsified or misrepresented.

### 8. Anti-Corruption

In doing business with SMRT, all suppliers are forbidden from offering, receiving (whether directly or otherwise) any form of bribe which includes but not limited to cash, cash equivalent, property, loans, commissions, services, benefits or other advantages as an incentive or reward for any businesses involving SMRT.



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