



**YOUR
JOURNEY
MATTERS**

SERVICE AND RELIABILITY WITH SMRT

YOUR JOURNEY MATTERS

○ Our Vision

Moving People, Enhancing Lives

○ Our Mission

To be the people's choice by delivering a world-class transport service and lifestyle experience that is safe, reliable, and customer-centric

○ Our Core Values



SAFETY &
SERVICE EXCELLENCE



MASTERY



RESPONSIBILITY &
RESPECT



TEAMWORK



NURTURE



INTEGRITY

MILESTONES: 30 YEARS OF MRT OPERATIONS

1987

Singapore Mass Rapid Transit is incorporated.

Singapore's first MRT system begins operations with inaugural service between Yio Chu Kang and Toa Payoh on the North-South Line.

1988

Fifteen more stations open and the MRT system is officially launched by Singapore's first Prime Minister, the late Mr Lee Kuan Yew.

1990

The opening of Boon Lay MRT Station on the East-West Line marks the completion of the system.

1996

The North-South Line is extended to Woodlands and the loop is completed.

1999

Bukit Panjang Light Rail Transit, Singapore's first light rail system, opens for passenger service.

2000

SMRT Corporation Ltd (SMRT Corp) lists on Singapore Exchange (SGX).

2001

In collaboration with the Ministry of Education, SMRT Corp launches its Learning Journey Programme.



2002

Changi Airport MRT station opens.

2005

Raffles Xchange, the first MRT station to be redeveloped for transit retail, is launched.

2008

SMRT Trains opens Choa Chu Kang Xchange, its first in the heartlands.

'SMRT is Green' is launched organisation-wide as a commitment to environmental sustainability.

2009

Singapore's fourth rail line, Circle Line, commences service from Bartley to Marymount.

SMRT Corp achieves ISO 14001 certification for its Environmental Management System.



2011

Train service from Caldecott to HarbourFront Circle Line stations commences, marking the completion of the line.

2012

Train service from Bayfront to Marina Bay Circle Line stations commences.

2013

SMRT Trains embarks on a multi-year Sleeper Replacement Project to improve journey times and provide commuters with a smoother ride.

SMRT Trains embarks on a holistic network-wide predictive maintenance regime on the North-South and East-West Lines, with introduction of new technologies.

Woodlands MRT station is the first MRT station in Singapore to be awarded the Building and Construction Authority's Green Mark (Gold).



2014

SMRT Trains crosses the landmark 10 billion passenger journeys carried.

SMRT Trains introduces Adopt-A-Station, a community outreach programme with local schools.

2015

SMRT Trains celebrates SG50 with free travel on SMRT trains and giveaways at 10 stations.

2016

The JurongHealth Mobility Park, sponsored by SMRT, is the first of its kind in Singapore where life-size public transportation models help patients rehabilitate.

Seven SMRT Trains engineers are accredited as Singapore's first Chartered Engineers in Railway and Transportation Engineering.

SMRT Trains transitions to the New Rail Financing Framework on 1 October, following shareholders' vote at the Extraordinary General Meeting on 29 September.

SMRT Corp delists from SGX.



2017

Sleeper replacement works on the North-South Line and East-West Line are completed.

The trial of the new signalling system on the North-South Line begins.

The Tuas West Extension opens, adding four new stations on the East-West Line.

SMRT celebrates 30 years of MRT operations.



1987

1990

2000

2016

2017





In 2017, SMRT celebrates 30 years of MRT operations.

Delivering a world-class transport service that is safe, reliable and customer-centric is at the heart of what we do.

As Singapore's iconic train operator, we carry more than two million passengers on our train network daily. Throughout our 30 years of service, we have connected communities and transformed the way people live, work and play.

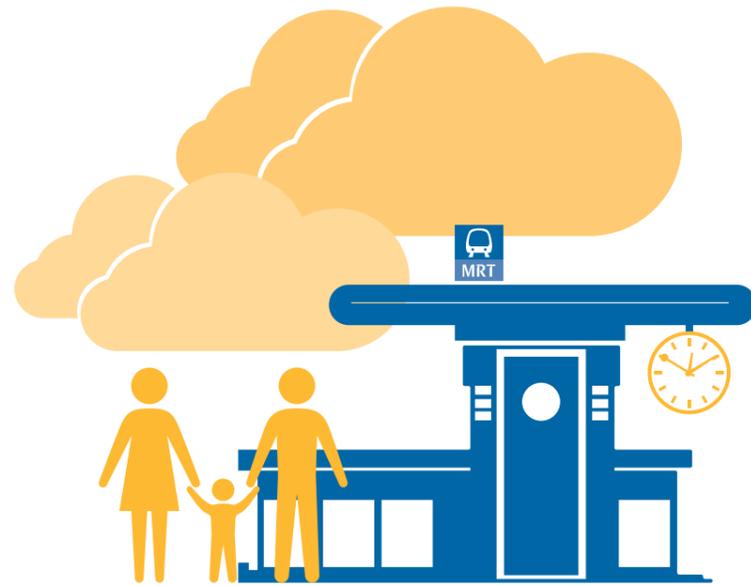
As we embark on our next leg, your journey matters. We look forward to the boundless opportunities to continue serving you and delivering safe and reliable travel experiences.

Improving Commuter Experience

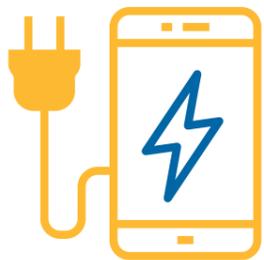
We provide greater convenience and comfort to commuters throughout their journey.



Customer Service Initiatives



In Stations



Charging Points for mobile devices



Priority Queues at elevators for commuters with needs



Electronic displays show train service updates

At Passenger Service Centres



Care Stickers for commuters who require special care

On Platforms



Care Zones for commuters who need assistance



Fans for improved ventilation

In Trains



STARiS™ (SMRT Active Route Map Information System) provides real-time in-train travel information

In Your Hands



SMRTConnect, our mobile app for journey planning, offers travel information on SMRT trains and buses



SMRT's Twitter feed provides live travel advice and updates



SNAP-REP (Snap and Report) lets commuters report technical defects in the network via WhatsApp

At a Glance



Accessibility

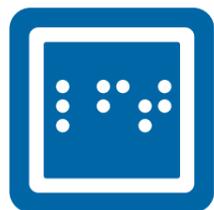
For Visually Impaired Commuters



Guide dogs are allowed in stations and onboard trains



Tactile ground surface indicators throughout the station



Lift buttons have Braille plates

For Hearing Impaired Commuters



Plasma displays on platforms indicate train arrival times



Flashing red 'Door Closing' lights at train doors



Fluorescent displays in trains provide multi-language announcements

For Commuters in Wheelchairs



Wheelchair-accessible elevators



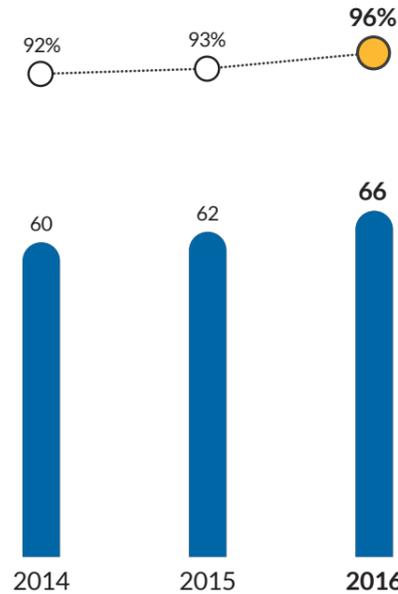
Barrier-free entrance and wider fare gates



Wheelchair-accessible train carriages allow for two wheelchairs per train



Customer Satisfaction



Public Transport Customer Satisfaction Survey by the Public Transport Council

Customer Satisfaction Index of Singapore (Average score 0-100) by the Institute of Service Excellence, Singapore Management University

Figures are rounded

Thank you for the **162** compliments to every complaint received



SMRT's Twitter feed is one of the most active in Singapore with more than **400,000** followers.



SMRT contributes **\$5 million**

a year since 2011 to schemes that encourage commuters to shift their travel patterns away from peak periods.



At a Glance

VIEW MORE ON PAGES 22-26

Improving Reliability

Our renewal works on the North-South and East-West Lines (NSEWL) will ensure fewer train breakdowns, smoother rides and shorter waits.



Our Renewal Works

Sleeper Replacement



Old wooden sleepers replaced with more durable concrete sleepers for smoother rides



Re-signalling



New signalling system allows trains to run at shorter intervals, substantially improving train capacity



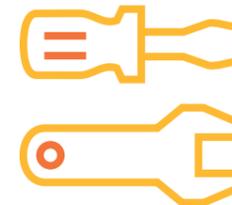
Power Rail Replacement



Improves the reliability of the electrical system, leading to fewer breakdowns



Upgrading Older Trains



Fitted with new sub-systems, e.g. new air conditioning, replacement of pneumatic door system with electric door system, newer interior and Public Announcement System



Adding New Trains



45 new trains have been delivered



Trains progressively put into service from April 2017

Stage of Completion (%)



Correct as at end May 2017



We replaced a total of **188,000** wooden sleepers with concrete ones over 3 years.



The new signalling system will open and close doors automatically, and doors remain open for about

30 seconds at most stations.



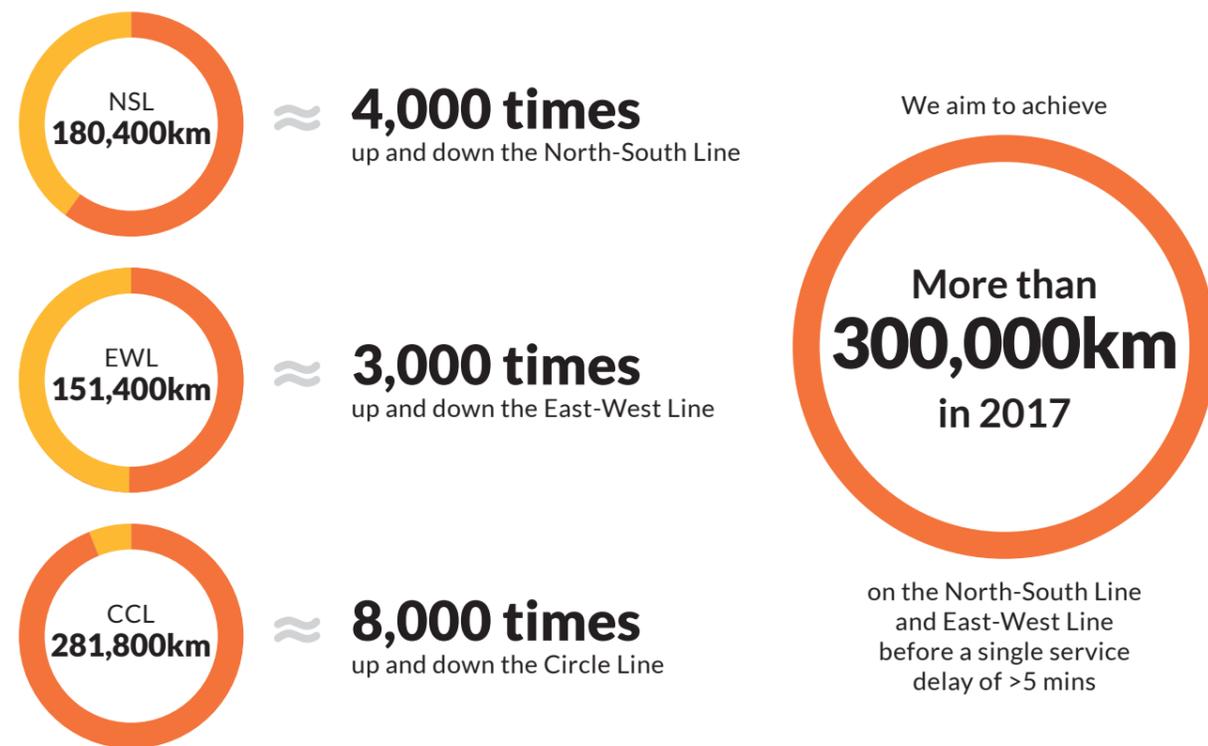
At a Glance



Our Performance

How We Measure Reliability

We measure the number of kilometres we clock before incurring a single service delay lasting more than 5 minutes. This is referred to as mean kilometres between failure or MKBF for short. Here is the 12-month average up to April 2017.

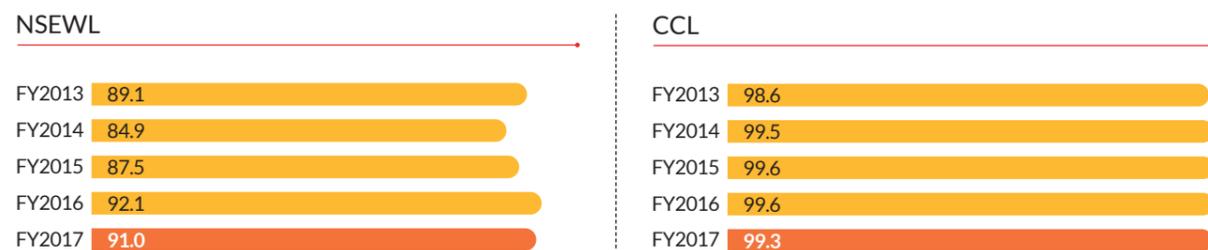


Distance (in km) rounded to the nearest hundred

How We Perform Against LTA Operating Performance Standards

Train Arrival Punctuality (%)

This measures the percentage of trains reaching the platform within 2 minutes of their scheduled arrival time at least 96% of the time. FY2017 is from 1 April 2016 to 31 March 2017. Train punctuality performance on the NSEWL has been affected by speed restrictions, which were imposed for safety reasons because of sleeper replacement works.



Improving Connectivity

We have started operations on the Tuas West Extension, and are gearing up to operate the completed loop of the Circle Line.

Operating Tuas West Extension

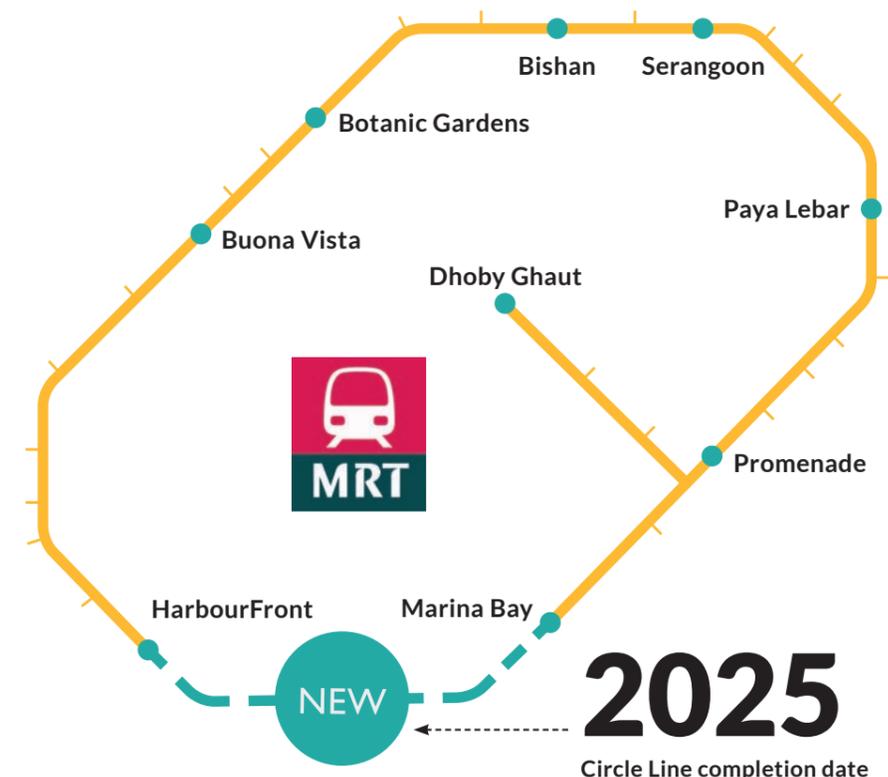
VIEW MORE ON PAGE 27



Operating Full Circle Line Loop

Circle Line loop completed by 2025 with

3 new stations: **Keppel, Cantonment and Prince Edward** for better access to the Central Business District, Marina Bay Area and HarbourFront



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Nurturing Our People

We are growing and upskilling our workforce to provide excellent service to commuters.



Securing Talent



We have **>400** engineers, a **96%** increase since 2014

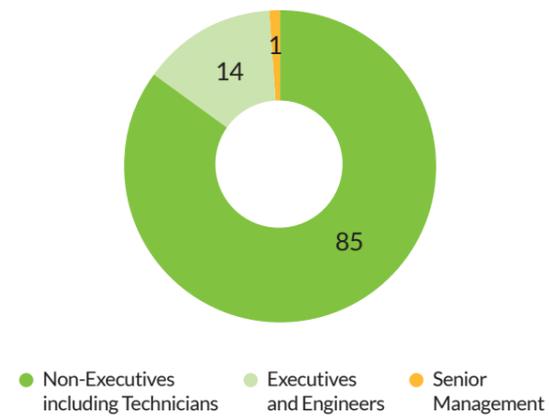


We have **>2,900** maintenance workers, a **29%** increase since 2014

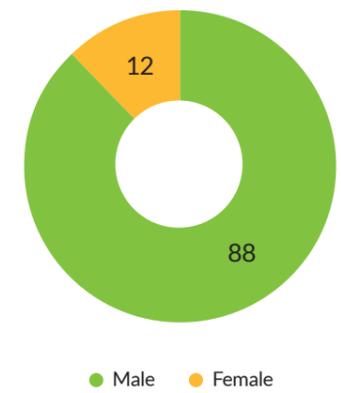


Workforce Profile

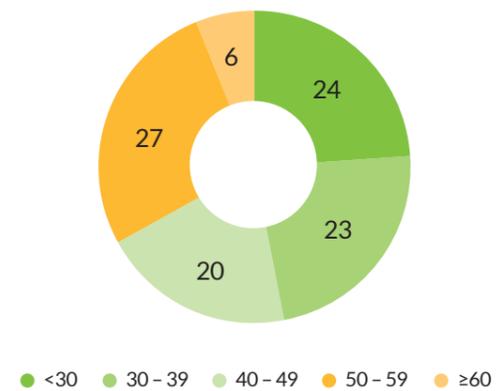
Distribution by Employee Category (%)



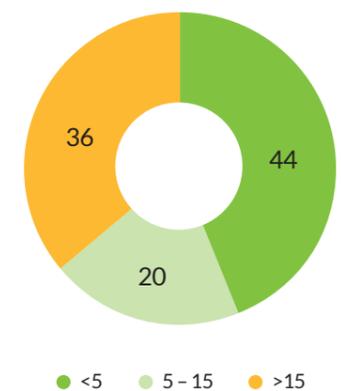
Distribution by Gender (%)



Staff Profile by Age (%)



Staff Profile by Completed Years of Service (%)



At a Glance

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Staff Programmes

SMRT Train Engineer Professionalisation (STEP) Programme



Attracts and develops engineering staff, professionalises rail engineers with chartership awarded by the Institution of Engineers, Singapore



Engineering Maintenance Manager (EMM) Scheme

Attracts and retains top engineering talent in frontline maintenance

Partnership with University of Birmingham (UOB)



The jointly launched UOB-SMRT Postgraduate Certification, the first of its kind in Asia, has trained close to

200

SMRT engineers in 2016



7

SMRT Engineers are the first Chartered Rail Engineers in Singapore.



20 of our Engineers have attained Chartership since the launch of this accreditation, and

230

more are on their way.



Giving at SMRT

We support our community by *Enabling Mobility, Empowering through the Arts & Education, and Encouraging Environmental Sustainability.*



Enabling Mobility

A **14-seater** custom-fitted passenger mini bus was sponsored for beneficiaries of the Home Nursing Foundation, our partner since 22 April 2016



Since 2015, **2** inclusive playgrounds have been built to encourage play between children with and without special needs



8 22-seater wheelchair-accessible cruisers have been sponsored since 19 July 2016, enhancing shuttle service to Gardens by the Bay



Empowering through the Arts & Education

50 transport-themed art pieces by Pathlight School students and alumni were commissioned for display in our network



700 participants joined the educational SMRT Learning Journey in FY2017



>1,300 students from **30** schools became Station Ambassadors through Adopt-a-Station, a community outreach initiative, since its inception in September 2014



Encouraging Environmental Sustainability



>500 attendees participated in our **1st Green Forum** promoting sustainable practices on 22 November 2016

At a Glance

Key Financial and Operating Data

As our rail network expands, our commuters continue to be at the heart of our operations.



Financial Data*

Revenue (\$m)



Total Revenue (fare and non-fare composite) has decreased due to lower average fare.

Operating Expenses (\$m)



Operating Expenses have increased due to higher maintenance-related expenses for the ageing network and preparation for operating Tuas West Extension.

Earning Before Interest and Tax (\$m)



Profit After Tax (\$m)



* Figures are rounded



Operating Data

	FY2013	FY2014	FY2015	FY2016	FY2017
Total route length (NSEWL & CCL) (to nearest km)	129	129	130	130	130
Total car-kilometres operated (to nearest million)	122	124	127	131	135
Total ridership (to nearest million)	691	711	731	756	768
Average weekday ridership (to nearest thousand)	2,041	2,091	2,148	2,197	2,353
Total passenger-kilometres (to nearest million)	7,887	8,016	8,129	8,322	8,271
Average car occupancy (passenger per car)	65	65	64	63	61

OUR FOCUS

Your Journey Matters: Service and Reliability with SMRT

As we mark 30 years of MRT operations in 2017, we continue to build on our twin foundations of service and reliability.

There are over two million commuter rides on our trains every day. We are working tirelessly to ensure that each one of these rides is a safe, reliable and comfortable journey for you, our commuter.

Serving you well is important to us. We believe in connecting deeply and meaningfully with you to understand your needs and views, so that we can continually enhance your travel experience at every touchpoint. We are encouraged that satisfaction with our MRT services has registered steady improvement as seen in the latest Public Transport Customer Satisfaction Survey, rising to 96% in 2016, which is an increase from 93.2% in 2015.

We know that getting train reliability right is key to providing you with a great travel experience. Our multi-year, multi-project efforts in renewing the North-South and East-West Lines (NSEWL) as well as our plans to increase reliability on the Circle Line and Bukit Panjang LRT are in full force. We are making steady progress and are on track to transform our train network.

Since August 2013, we have replaced 188,000 worn-out wooden sleepers on the NSEWL with more durable concrete ones, ensuring faster, more comfortable rides for commuters. This project was completed in December 2016. Replacement of the

power rail is slated for completion in 2017, enhancing the reliability of the power supply to trains.

With the new Communication-Based Train Control (CBTC) track signalling system, commuters can look forward to shorter waits and more comfortable journeys in the near future. Works on the North-South Line were completed last year, and are on schedule for completion on the East-West Line, next year. The signalling system will allow trains to be run closer together, increasing capacity by up to 20% as a result of higher train frequency, while enhancing train reliability. We thank our commuters for their patience and understanding while the new signalling system is being fine-tuned.

Our people play a critical role in meeting your service expectations. We believe in cultivating an empowered engineering technical and operations workforce, and are focused on offering opportunities aplenty for their professional development to ensure that our engineering staff are well-equipped to manage our new and complex systems.

SMRT Trains recognises the part we play in the community we serve, and are proud to offer support to various community groups in Singapore in meaningful ways through our corporate social responsibility initiatives.

It has been 30 great years of growing with you, and we look forward to your continued support on our onward journey together.

Koh Yong Guan

Chairman,
SMRT Corporation and SMRT Trains

Desmond Kuek

President & Group CEO,
SMRT Corporation

Lee Ling Wee

CEO,
SMRT Trains

Our Service Commitment



OUR SERVICE COMMITMENT

BRINGING A SMILE TO OUR COMMUTERS

More than two million passenger trips are made on the SMRT train network every day. Every journey is important to us.

A Culture of Service Excellence

Our Service Excellence framework brings employees together for a common purpose: to build trust and bring on smiles every day, and in everyone who journeys with us. We embody the service standards of safety, reliability, care and comfort.

Providing Outstanding Customer Service

All North-South and East-West Lines (NSEWL) and Circle Line (CCL) MRT stations are manned during service hours, with staff ready to go the extra mile for passengers from the first to the very last train. Our station staff receive many notes of appreciation for extending a helping hand to commuters who have lost their way in our network or needed help finding lost items.



Our station staff are always ready to go above and beyond to ensure you have a safe and comfortable journey.

Our Service Commitment

We continually improve customer service touchpoints to serve our commuters better. Over the years, we have received positive feedback for many of our initiatives, and we value these as a source of encouragement as we continue to improve the service and travel experience for our commuters. We also organise annual Commuter Focus Group Discussions to engage the commuting public.



Commuter Touchpoints

In the virtual space, our Facebook and Twitter accounts provide timely information to commuters. We produce engaging, easy-to-understand content in social media campaigns that keep commuters informed and up to date on our projects, including our train renewal works.

We have also enhanced our mobile application, SMRTConnect, to provide robust service-related information. With SNAP-REP (Snap and Report), a technical defect reporting channel, commuters can also share comments and pictures via WhatsApp.

In our stations, we have installed mobile charging points for commuters who need to charge their devices on the go.

On our platforms, we have introduced display panels to present the arrival times and destinations of trains more clearly. To help individuals with special needs, our new Care Zones at platforms allow commuters quick access to Emergency Phones for immediate assistance. Care Stickers that identify those passengers who would appreciate a seat are available at Passenger Service Centres.



Commuter touchpoints: Care Stickers, Care Zones and Charging Points for mobiles are just a few of the initiatives launched for your safety, convenience and comfort.



SMRTConnect app: With the SMRTConnect app, planning your journey is easy. You can access detailed station information, receive real-time travel information on the SMRT network, and even save your favourite places and routes.

Tactile paths for visually impaired commuters have been installed to make journeys easier, and all station lift buttons now have Braille plates. Service animals such as guide dogs may accompany individuals in train stations and onboard trains.

Hearing impaired commuters can refer to plasma displays on platforms for train information, while fluorescent displays onboard trains provide multi-language transcripts of audio announcements. Train doors are equipped with visually prominent flashing red lights to warn commuters when doors are closing.

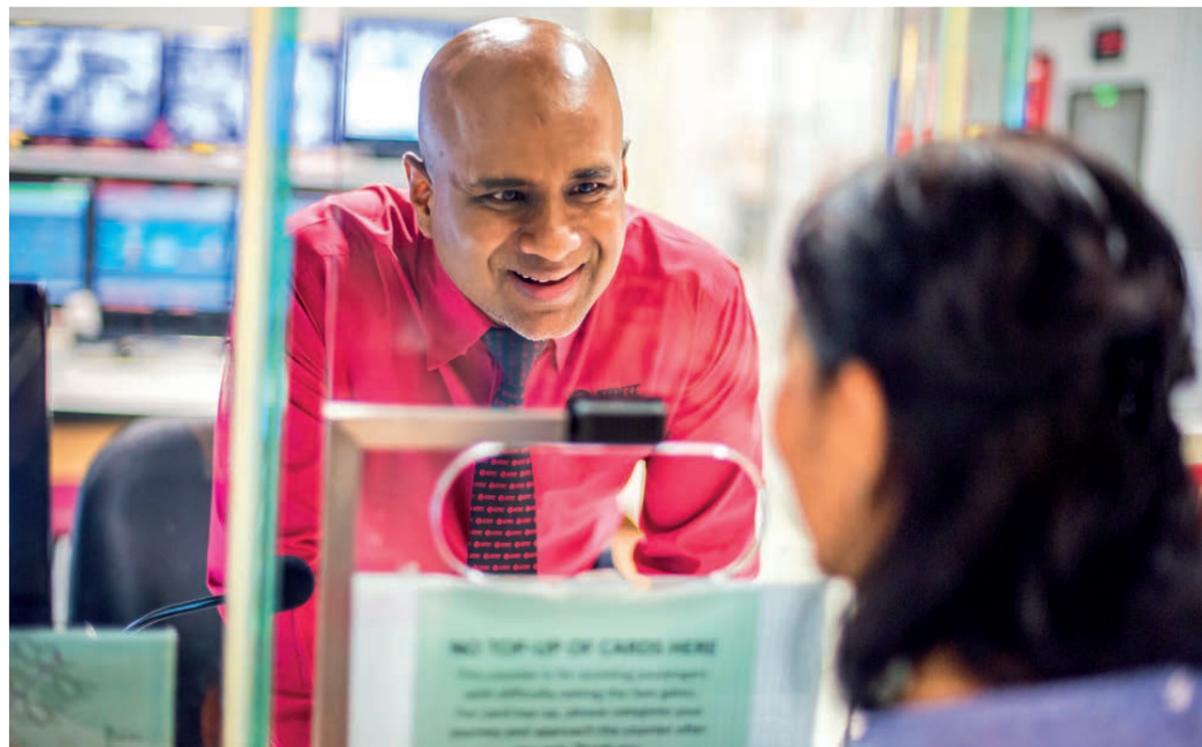
To assist commuters in wheelchairs, there is at least one barrier-free entrance in every train station, as well as wider fare gates. Wheelchair-accessible elevators bring commuters to all levels in the stations, and stickers on train doors indicate where to find wheelchair spaces on wheelchair-accessible train carriages.

Commuter Safety

As the health and safety of our commuters is our top priority, passenger safety performance indicators are closely monitored and reported to senior management on a regular basis. Detailed reviews allow SMRT Trains to deploy resources that address specific issues efficiently and effectively. SMRT Trains also proactively collaborates with various government agencies to promote safety within our network. In December 2016, we supported the Building and Construction Authority in their efforts to develop and deliver public safety messages on escalator safety.

Commuters flowing through the network play an essential part in keeping the system safe. From conducting themselves safely while in transit to reporting any observed safety concerns, commuters can provide real-time feedback on ways to improve.

Our Service Commitment



Service with a smile: Our station staff are always there to help you.



We are committed to providing you with a safe and smooth journey, connecting you to the things that matter.

Customer Satisfaction

In FY2017, we received 162 compliments to every complaint. For this, we thank you.

We have seen an increase in customer satisfaction. The annual Public Transport Customer Satisfaction Survey found that in 2016, 96% of surveyed commuters expressed satisfaction with Singapore's MRT services. This positive result is largely driven by improvements in the areas of comfort, travel time and waiting time. Satisfaction with train reliability has also improved. The Customer Satisfaction Index of Singapore results similarly reported improvements in SMRT's transport services.



Free bus bridging services ply affected stations during extended service delays.

Free bus services offer commuters free use of **all bus services** calling at designated bus stops and interchanges close to affected stations.

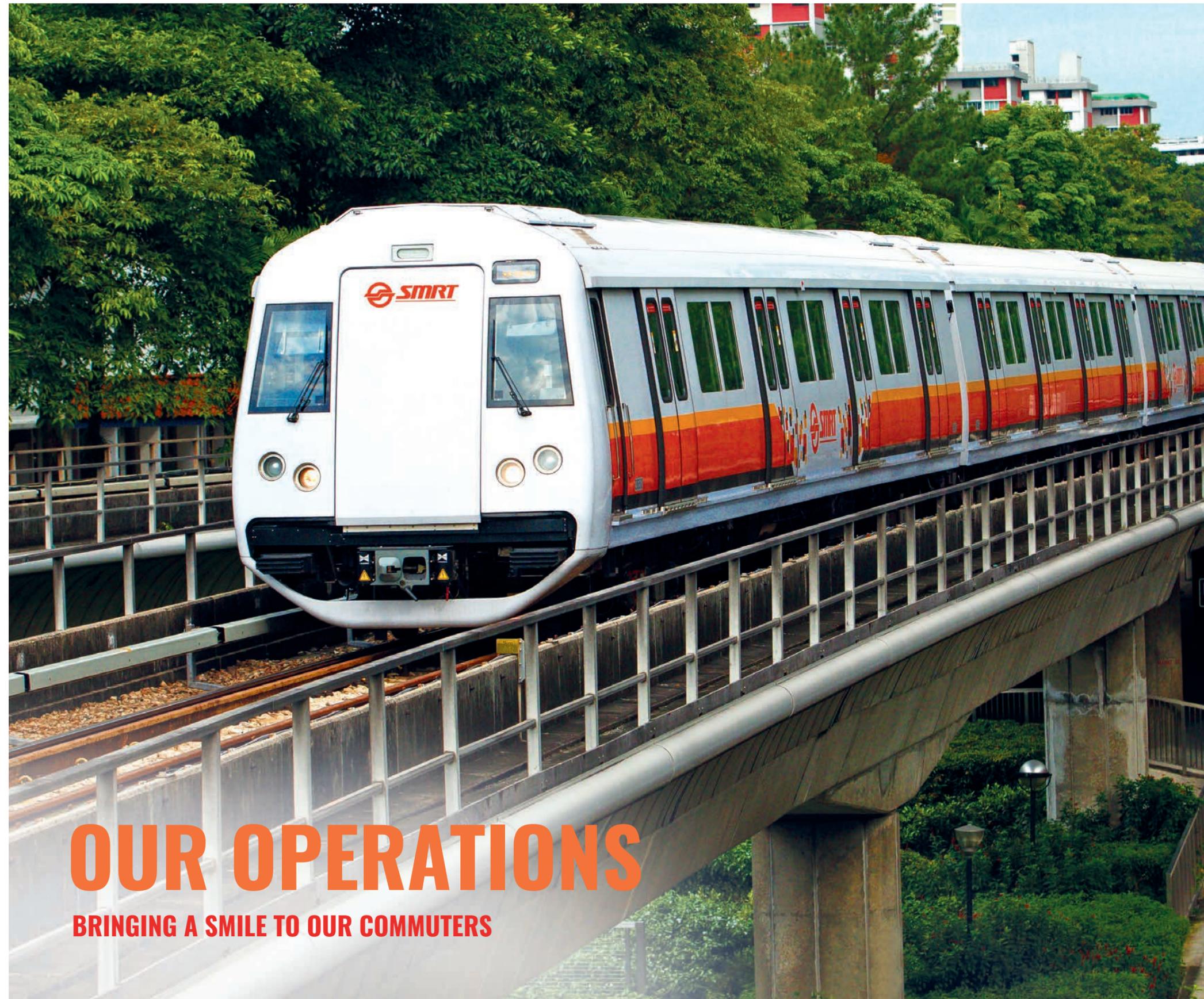
Remember, a **bus can only take a fraction** of the commuters a train can.



During extended service delays, we mobilise about **700 additional staff** within the hour to **assist commuters and manage crowds** at the stations.



Our Operations



OUR OPERATIONS

BRINGING A SMILE TO OUR COMMUTERS

Our renewal works will allow us to run more trains, carry more passengers and serve commuters better.

With shorter wait times, smoother connections and faster journeys, our aim is a safe, comfortable and reliable journey for everyone.

The North-South and East-West Lines (NSEWL) are Singapore's oldest, longest and most heavily used MRT lines. The upgrading of these lines is a complex set of engineering projects and the first major upgrade for the lines since we started operations in 1987.

With trains serving commuters around 20 hours every day, work crews optimise the remaining hours for essential works to maintain and renew the network.

Powering the NSEWL

More trains on the NSEWL means more power required to run the network. We are replacing existing power cables with those of increased capacity.

Concurrently, we are working to reduce power-related faults on the lines and improve the system supplying power to the rails. Based on recommendations by the LTA-appointed Independent Advisory Panel, we are also increasing the network's power capacity and improving its design.

Maintaining the Escalators

Ensuring that escalators at our MRT stations are safe and reliable is a priority. Refurbishment works will



Staff working on maintaining an escalator to keep it running smoothly.

Our Operations

focus on replacing ageing parts and adding new safety features such as speed controllers.

As escalator upgrades take place during service hours, our key concerns are to minimise the impact to commuters and complete these works swiftly.

Maintaining Platform Screen Doors

There are 2,880 platform screen doors (PSD) across the NSEWL and thousands of commuters count on them to operate safely and effectively every day.

For safety, a train cannot depart a station if any of the PSDs are detected as open. This occurs when faulty door mechanisms result in doors not closing tightly.

In 2015, we began replacing ageing parts in all 816 pneumatic doors for improved reliability. The project was completed in early 2017. Concurrently, we started a pre-emptive renewal project on the newer electrical half-height PSDs. Key parts like the rollers and belts are replaced ahead of the recommended end-of-life date.

Improved Air Conditioner Maintenance

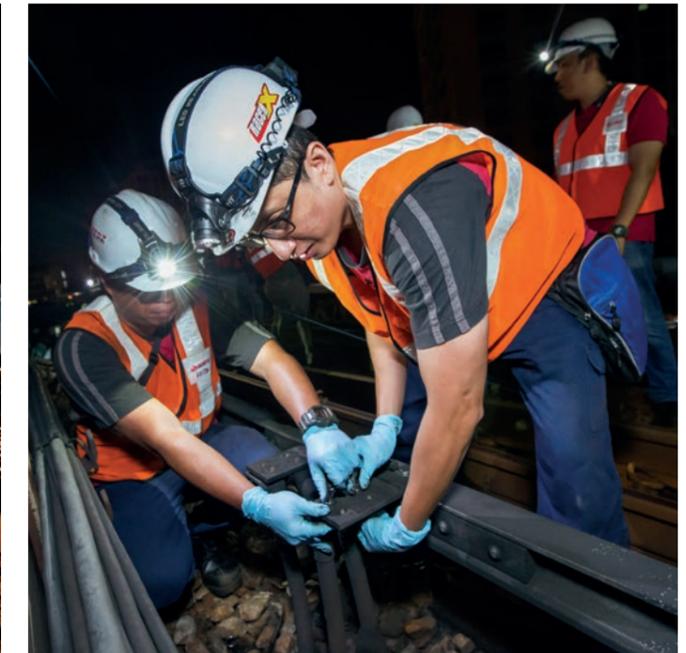
The newer train models on the NSEWL are equipped with a system of sensors that measure train conditions, such as internal temperature. During service, train



SMRT Trains' maintenance crew carry out regular checks on train air conditioning units to ensure you have a comfortable journey.



Completing sleeper replacement: After three years of hard work, the sleeper replacement programme has been completed on the NSEWL.



The SMRT Trains' team works through the night to replace the Power Rail.

captains can check the system for air conditioning faults. When faults are detected, a field team will verify and rectify the problem. Further inspections are carried out in the depot.

NSEWL Work-In-Progress Snapshot

Sleeper Replacement Completed

All 188,000 wooden sleepers on the NSEWL have been replaced with concrete sleepers. Besides being more durable, concrete sleepers provide a smoother ride. More than 1,000 staff from SMRT, LTA and our contractors worked on this three year-long project, which was completed in December 2016.

Re-Signalling

All re-signalling works have been completed on the North-South Line (NSL) and the system is being tested and further validated during operations. Progress is good, with 91% work completed along the East-West Line (EWL). The new system will substantially improve the capacity of the NSEWL to run trains at shorter intervals. This translates to a shorter wait for trains and reduced congestion at station platforms during peak periods.

Advanced communications technology on the trains constantly updates the traffic management system on the identity, location and speed of every train. This new, more precise system allows for a shorter safety distance in front of and behind each train. Like a safety bubble, it moves with and protects the train, which will automatically slow down when approaching a train ahead. This allows more trains to be deployed at shorter intervals while maximising safety for commuters.

Power Rail Replacement

SMRT trains are powered by electricity from a 200km-long steel rail. The Power Rail, sometimes called the Third Rail, is fixed next to the two running rails on which wheels travel and has been used since SMRT first began operations. Although it has served us well, it will be replaced with a new network-wide rail by 2017 due to natural wear and tear.

Upgrading Older Trains

Our oldest trains, the C151 Kawasaki Heavy Industries (KHI), which entered service in 1987, will be replaced by new trains. The second-generation trains, the C651 Siemens, were introduced in

Our Operations

1996 and are being upgraded by Singapore Rail Engineering. The first prototype is currently undergoing extensive testing.

After completion in 2018, all upgraded trains will have new or refurbished sub-systems to reduce delays caused by train faults, including new air conditioning, electric doors, brakes and propulsion systems. They will also have sensors that can monitor the trains' state of health, making them easier to operate and maintain.

Adding New Trains

45 new C151B trains, part of a fleet of 57 new trains for the NSEWL, have been delivered to Bishan and Tuas Depots. The trains are being fitted out and tested extensively to ensure they are certified safe for passenger service. Designed to operate with the new signalling system, these trains will enable more trains to run on the NSEWL in the foreseeable future.

The first train went into service in April 2017. The remaining 12 C151C trains are scheduled for delivery by 2018.

Strengthening Our Operations Capability

As we work toward improving rail reliability and delivering service excellence to our commuters, we place strong emphasis on growing our operations capability.

The Maintenance Operations Centre (MOC), the first of its kind in the region, was set up in 2015 to allow us to solve complex technical issues in real-time, so we can rectify track faults more quickly. The MOC has introduced new condition monitoring technologies and real-time data analytics to bolster our existing fault rectification arsenal. In 2016, we established the Track Access Management Office to enhance system safety when accessing the track through increased oversight and robust planning.

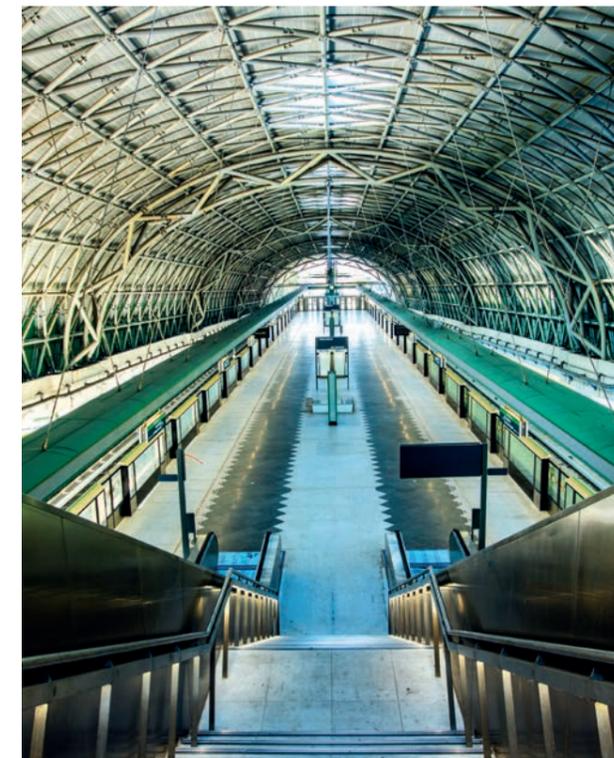


The Maintenance Operations Centre: The MOC makes use of condition monitoring tools and real-time data analytics to allow us to respond to faults more effectively.

Tuas West Extension

From June 2017, SMRT began operating the Tuas West Extension, an extension of the EWL from Joo Koon Station. The extension improves MRT connectivity in the Tuas area and links up the Jurong and Tuas industrial areas of Gul Circle, Tuas Crescent, Tuas West Road and Tuas Link. Commuters bound for the Jurong and Tuas industrial estates are enjoying significantly better public transport connectivity.

The 7.5km extension comprises a twin-tracked viaduct and four aboveground stations. A 26-hectare depot will provide stabling and maintenance facilities for the additional 13 trains bought for the extension, plus cater for future expansion of the NSEWL.



The Tuas West Extension links up the Jurong and Tuas industrial areas with four new stations – Gul Circle, Tuas Crescent, Tuas West Road and Tuas Link.



With the opening of the Tuas West Extension, the combined route length of the NSEWL and CCL stretches close to **140km over 88 stations.**



Every day, SMRT trains on the NSEWL and CCL cover a total distance equivalent to close to **2 times round the equator** and carry more than **2 million** passengers.



More than **80%** of injuries on escalators can be prevented by holding onto handrails and staying alert to the surroundings.

For safety, the elderly and commuters with bulky items should use the lifts.



Our People



OUR PEOPLE

SERVING OUR COMMUTERS WITH PRIDE

To support us in our goals to deliver service and reliability, we have a skilled and proficient workforce of 5,200 people.

Stationed across the island, with some starting their day long before the first train service, our people are the cornerstone of our success. Their health, safety and well-being are paramount.

At SMRT, we believe that creating a workplace that is healthy, safe and conducive to high standards of performance is everyone's responsibility. We nurture a caring and cohesive culture supported by fair employment practices; proactively provide recognition, training and development for our people; and encourage them in their own journeys to build a rewarding life.

With our people at their best, we know that our commuters are in good hands too.

Proactive About Safety and Health

Health and Safety Training

Safety begins from Day 1 at SMRT Trains. New staff are introduced to key safety elements as part of their orientation programme, with emphasis on their obligation to report any safety concerns.

SMRT Trains regularly reviews its safety risks in operational and strategic-level meetings, and has implemented targeted programmes such as the Human Factors Awareness programme to build self-awareness and drive staff behaviour. Our comprehensive safety education campaign includes biennial safety quizzes, regular safety alerts, sharing of lessons learnt, the practice of open reporting and the conducting of bottom-up risk assessments to instil individual accountability. These efforts have reaped multiple benefits, as demonstrated by the improvements in our Accident Frequency and Severity Rates.

Compliance

We continually review our Safety System to mitigate against systemic safety risks. Internal and external auditors confirm the continual effectiveness of our Safety Management System and Environmental Management System in meeting OHSAS 18001:2007 and ISO 14001:2004 standards, respectively. These certifications, as well as the BizSAFE STAR

Our People

certificate, reflect our ongoing commitment and efforts to reduce risks and make safety an integral part of our business, for the benefit of our employees, partners and commuters.

Workplace Safety at SMRT

At SMRT Trains, we swiftly investigate the cause of any incident, and promote a culture of open reporting and organisational learning. All employees must adhere to the relevant authorised instructions. They are trained in accordance with their job requirements and are educated on safety awareness before being placed in a job.

A Safety Steering Committee, chaired by our Group CEO, governs the Safety System and drives the safety message across SMRT. Meanwhile, a

Technical Safety Board governs modifications that affect our transport system to ensure the design integrity of equipment and facilities.

We have also established Workplace Safety and Health Committees in accordance with the Workplace Safety and Health Act.

Additionally, as part of the Singapore Civil Defence Force requirements on fire safety, Fire Safety Managers and Company Emergency Response Teams are assigned to required locations, including all train depots and MRT stations.

All our frontline management staff are first aid trained to provide first response to passengers needing medical attention.



Safety as a core value: The core value of safety is instilled in all staff throughout their training and in their daily roles.

Strengthening Employee and Industrial Relations

It is essential to build an engaged, enabled, and energised workforce that contributes to our organisational goals and serves our national public transportation needs. To strengthen employee relations and workplace harmony, we actively implement engagement programmes to keep employees informed about the company's strategic plans and policies, and help them understand the impact on themselves.

Over the past year, we have convened various engagement platforms for two-way interaction between management and employees, communicating key organisational developments such as the transition to the New Rail Financing Framework, the reorganisation of the company to achieve greater reliability targets, and internal policy changes like the Enhanced Flexible Benefits scheme. These were supported across a range of communication platforms and media, including townhalls, briefings, focus group discussions, and virtual and print collateral.

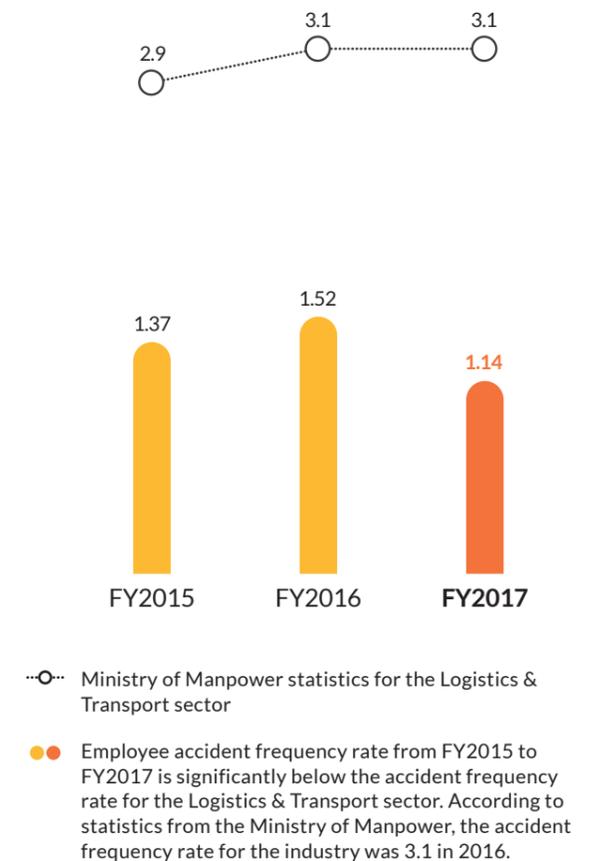
SMRT management regularly discusses new policies with the National Transport Workers' Union (NTWU), our critical partner in creating a cohesive workforce who say, stay and strive for SMRT Trains. We are heartened to have received National Trades Union Congress's Model Partnership Award for May Day 2016, bearing testament to our strong relationship with the Labour Movement and efforts to improve the welfare and employability of our workers.

We are committed to furthering this strategic partnership with NTWU, and have inked two Memorandum of Understanding (MOU) to cement both parties' commitment to co-building our workforce. The first recognises NTWU as an important strategic partner in creating a Future-Ready Workforce through the 4E framework, featuring Employability for Life, Efficiency through Productivity Increase, Enhancement of Safety in our Working Environment, and Employee Engagement. The second MOU signifies our recognition of NTWU to represent Professionals, Managers & Executives in the 4Ps: Protection, Professional Development and Progress, Placement and Privileges.



Our employees are empowered, engaged, and energised.

Employee Accident Frequency Rate



Our People

A Sustainable Workforce Profile

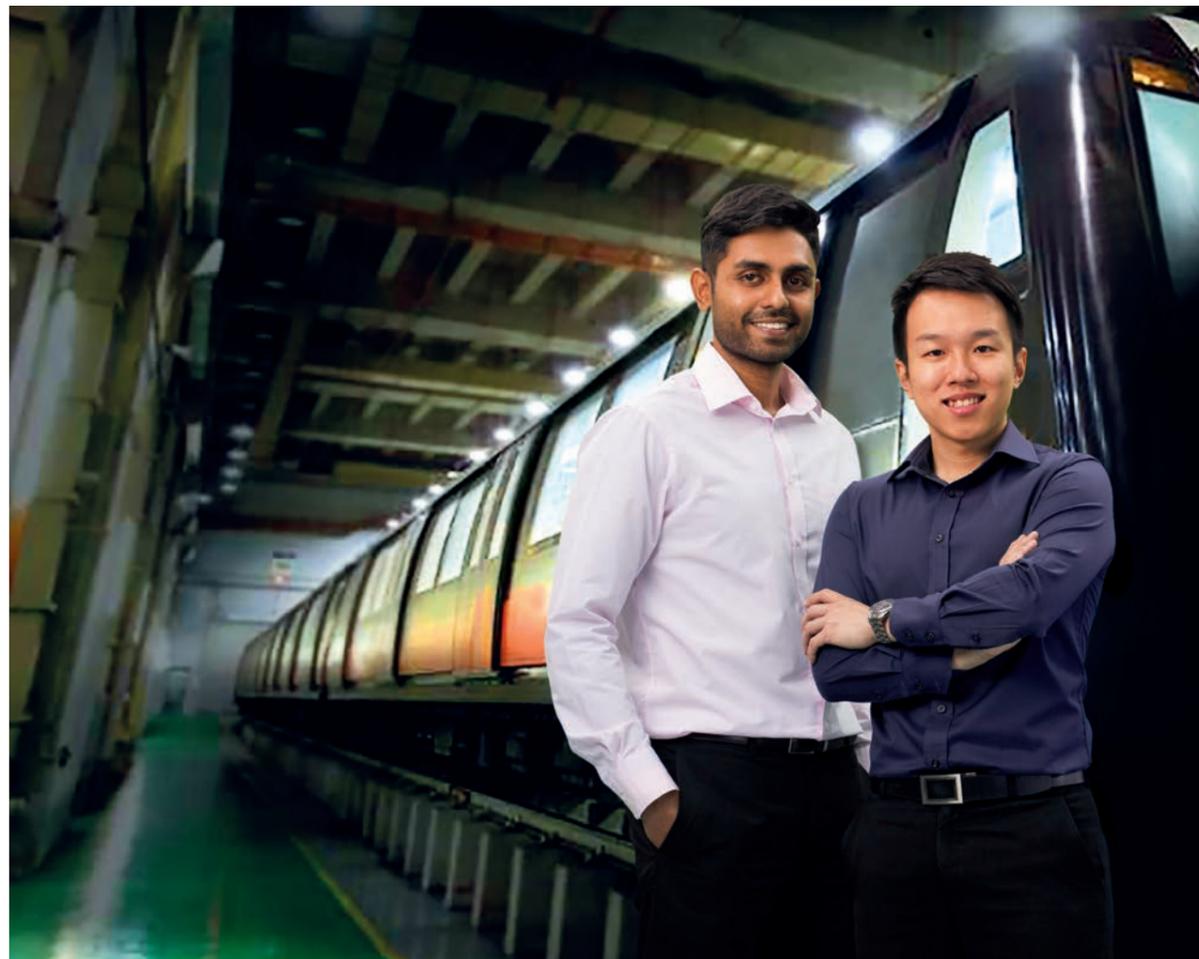
As SMRT Trains' headcount increases to meet growing capacity and maintenance needs, we continue to shape a lean and productive workforce. To retain skilled, experienced and fit older employees, SMRT Trains extended the reemployment age to 67 years old, ahead of the change in the national statutory mandate.

Complementary Age Management and Workforce Health taskforces address the needs of our fast maturing workforce and strengthen employees'

physical and mental health. New measures include greater automation, better illumination, improved ergonomics, job redesign, flexible work arrangements, enhanced healthcare provisions and health-and-wellness programmes. An Enhanced Flexible Benefit Scheme was also introduced to provide Singaporean and Singapore Permanent Resident staff better hospitalisation and inpatient benefits.

In October 2016, an in-house medical clinic was set up in Bishan Depot to provide employees with free, convenient and reliable healthcare. These clinics educate our workforce on healthy lifestyle practices,

treat those with chronic illnesses, and provide on-site medical screening. The SMRT CARE Fund was set up in 2015 to assist employees with pressing financial needs, and has been a source of welcome relief to numerous employees and their families.



Investing in our people: At SMRT Trains, we invest in our people. Recipients of SMRT Trains' rail professional programme sponsorships include (from left to right) Navin Meganathan, Manager, Circle Line & Bukit Panjang LRT Systems, and Brandon Kuah Zhen Keng, Branch Manager, Signals & Communications.



Station staff at Tuas West Extension MRT stations.



We have expanded our workforce in our push for higher rail reliability. We now have over 400 Rail Engineers.



9 in 10 of our employees are proud to work at SMRT and **86%** are sustainably engaged. This is according to the Organisation Climate Survey by Towers Watson, which places SMRT among the Best in Class in the world.



We are proud to have **parent-child** pairs and even a **grandmother and her grandson** among our staff.



Old is gold! Our oldest employee, a Technical Officer who has been with SMRT Trains for **28 years**, celebrates his **70th birthday** this year.



Our Community



OUR COMMUNITY

ENABLING MOBILITY, ENHANCING LIVES FOR OUR COMMUTERS

Aligned with our vision of *Moving People, Enhancing Lives*, we believe in giving back to society and fostering a fair and inclusive community.

Our Corporate Social Responsibility (CSR) objectives are at the heart of what we do. The fundamental principles of our CSR goals relate to philanthropy, volunteerism, advocacy and progressive operational practices. These are encapsulated in the three pillars of *Enabling Mobility*, *Empowering through the Arts & Education*, and *Encouraging Environmental Sustainability*.

Enabling Mobility

Working with like-minded partners and champions of community care, we connect people to what matters.

Caring for Caregivers

On 22 April 2016, we became the principal mobility partner of the Home Nursing Foundation (HNF). We sponsored a custom-fitted 14-seater passenger mini bus, equipped with hydraulic lifts and dedicated wheelchair spaces, to ferry healthcare workers to beneficiaries' homes as well as beneficiaries to their medical appointments.

Playgrounds for All

SMRT Trains supports the development of Singapore's first inclusive playgrounds. These specially designed facilities are for children, including those with special needs, to play together, and learn to embrace inclusiveness in a comfortable, safe environment. The initiative also aims to help children with special needs to develop age-appropriate social, communication, motor and cognitive skills. The first SMRT Trains co-sponsored inclusive playground is located at Bishan-Ang Mo Kio Park.

On 28 May 2016, SMRT Trains celebrated the opening of the second inclusive playground at Ghim Moh, which was officially launched by Mr Christopher de Souza, Member of Parliament for Holland-Bukit Timah Group Representation Constituency (GRC). The inclusive playground is a collaborative effort between the National Council of Social Service, the Holland-Bukit Panjang Town Council and the Care & Share Movement led by Community Chest, with SMRT as a proud sponsor.

It also features a fitness corner to encourage an active lifestyle amongst senior citizens living nearby.

Wheelchair-friendly Shuttles at the Gardens

On 19 July 2016, SMRT sponsored a new fleet of eight 22-seater white cruisers that will enhance the shuttle service from Bayfront MRT Station to Gardens by the Bay's key attractions. Fitted with a foldable access ramp, each cruiser enables wheelchair users to board the shuttle more easily.



SMRT Corporation's President and Group CEO, Mr Desmond Kuek, with children enjoying themselves at the launch of the first inclusive playground at Bishan-Ang Mo Kio Park.



A beneficiary enjoying the fitness corner at the SMRT Ghim Moh inclusive playground, while (from left to right) Mr Lee Ling Wee, CEO, SMRT Trains, Mr Christopher de Souza, Member of Parliament for Holland-Bukit Timah GRC and Mr Simon Sim of CT-Art look on.

Our Gift of Mobility



Close to 70% of the patients HNF serves have mobility issues or are bed-bound. For patients in wheelchairs, such as 59-year-old Mdm Lim Ah Moi, the custom-fitted passenger mini bus sponsored by SMRT offers the gift of mobility so they can attend social and recreational events.

Previously reluctant to leave her house, Mdm Lim readily agreed to join in a Lunar New Year luncheon for beneficiaries upon hearing about the sponsored mini bus.

"I am very happy that I can go for the HNF outing in the mini bus! It is not easy for patients like me to go out because it is very inconvenient. The mini bus is also very spacious and comfortable. Thank you SMRT!"

- Mdm Lim Ah Moi, HNF beneficiary



The custom-fitted 14-seater bus, sponsored by SMRT, is equipped with hydraulic lifts and wheelchair spaces to offer more mobility to HNF patients.

Empowering through the Arts & Education

Arts

We collaborated with Pathlight School, which serves students with autism aged 7 to 18 years, to commission 50 transport-themed art pieces by their students and alumni. These have been displayed at our stations across the network and featured in a series of corporate gifts produced by SMRT. This collaboration demonstrates SMRT's support for inclusiveness and celebrates the talent of Pathlight students and alumni.

Education

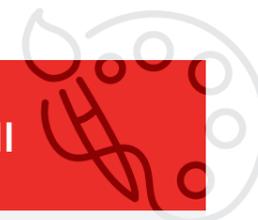
Everyone has a role to play to ensure the ongoing safety, reliability and comfort of our public train network. The SMRT Learning Journey educates students and the community at large on how they can play their part. In FY2017, nearly 700 participants joined us on this journey, which comprises a customised train ride and an introduction to the fully automated Circle Line's Operations Control Centre.

Adopt-a-Station is another community outreach initiative, where students can serve the community while learning to be gracious commuters themselves. Students perform station duties, such as assisting commuters with directions or helping at the ticketing machines, or put on an arts performance or exhibition in the station. Thirty schools have participated and over 1,300 students have been made Station Ambassadors through Adopt-a-Station since its inception in September 2014.



Students of St Hilda's Secondary School putting on a musical performance at Tampines MRT station, which they have adopted.

Arts for All



Trusten Ng was one of the students from Pathlight School who contributed his artwork. Trusten's art piece was displayed at Bishan MRT station, along with 18 other paintings by his fellow schoolmates.

"I enjoy looking at every detail on trains and buses, and learn more about the different models. I even construct my own transport system with Lego bricks at home. I love train and bus hopping with my parents on weekends. Travelling on public transport makes me happy. When I grow up, I hope to work in SMRT."

- Trusten Ng, Pathlight School Student



(From left to right) Trusten Ng and Colin Chin with their art pieces on display at Bishan MRT station, along with 17 other paintings by their fellow schoolmates from Pathlight School.

Our Community



Solar PV panels in Bishan Depot: The installation of a 1MWp solar photovoltaic system covering 10,000 sq m on the main building of SMRT's Bishan Depot was completed in October 2016. It allows the depot to meet energy needs such as lighting and air-conditioning for its buildings and workshops. *Photo credit: Sunseap*

Encouraging Environmental Sustainability

To support our green initiatives, SMRT has established four sub-committees dedicated to the environmental sustainability pillars of Energy, Water, Waste Management and Green Advocacy.

Conserving Energy

Every year, we submit energy consumption and production as well as greenhouse gas emissions reports to the authorities. In FY2017, part of our energy-saving initiatives included an ongoing trial using solar photovoltaic (PV) panels in Bishan Depot to reduce carbon emission.

Conserving Water

The Water Committee continues to encourage people to save water, through posters and decals displayed at stations and bus interchanges for World Water Day. We plan to upgrade the Wash Plant at Train Depots and ensure monthly monitoring of water usage at locations with high consumption.

Waste Management

Systems at our train-washing plants treat waste water left over from our cleaning processes. Oil and sand particles are filtered out, the pH level of the water is neutralised, and harmful metal-based pollutants are removed.

Green Advocacy

Organised by the Environmental Sustainability Committee and driven by the Community Engagement and Corporate Social Responsibility team, the inaugural SMRT Green Forum and accompanying Green Workshops were launched on 22 November 2016.

The Green Forum and Workshops saw a combined attendance of more than 500. The interactive forum session gathered SMRT senior management and top sustainability leaders to share topics and industry practices, such as Singapore Sustainability Blueprint and Green Procurement, with the aim of reducing consumption and operating in a socially responsible manner. The workshops also provided attendees inspiration for new eco-friendly habits and hobbies.

Green Fingers

At the Green Workshops, participants learnt how to create their own self-watering plant and terrarium from international award-winning gardener Tony Yau and his wife, Susan.

"It was an interesting session and I was especially intrigued to learn how to create my own terrarium with a used plastic bottle. Tony and Susan also shared tips on the types of herbs and plants I can grow at home!"

- Janette Pang, SMRT employee



Staff from SMRT Trains had the opportunity to build their own planters or terrariums in the Green Workshops organised alongside the Green Forum.



At **12.8 grams of CO₂/pax-km**, our carbon footprint has stayed relatively consistent since 2015. We integrate green practices in our daily operations.



Friends of SMRT is a group of around **300** enthusiasts who share a strong passion for our public transport system.



In the past year, SMRT provided close to **\$2.5m** worth of cash and in-kind sponsorship to charities and social service organisations.



AWARDS AND ACCOLADES



Service Excellence

Excellent Service Award (EXSA) – 4 Star, 298 Gold, 285 Silver

EXSA 2016, SPRING Singapore

Singapore Service Class (S-Class) 2016

SPRING Singapore

Outstanding Service Individual: Katijah Binte Sarbu – SMRT Trains

Land Transport Excellent Award (LTEA) 2016, LTA

Transport Gold (TGA) – 3 outstanding, 82 commendation

National Kindness Award 2016, Singapore Kindness Movement



Public Relations and Communications

Best In-House PR Team of the Year (Merit)

PRISM Awards 2017, Institute of Public Relations of Singapore

Best Digital Media Campaign (Excellence)

PRISM Awards 2017, Institute of Public Relations of Singapore

Local Hero Brand (Winner)

Brands Digital Excellence Awards 2016, Hearable, Inc.

Best PR-led Integrated Communications (Silver)

The PR Awards 2017, Marketing Magazine

Best Government Sector PR Campaign (Gold)

The PR Awards 2016, Marketing Magazine

Best PR Campaign by an In-House Communications Team (Silver)

The PR Awards 2016, Marketing Magazine

Best PR Campaign – Public Services (Bronze)

The PR Awards 2016, Marketing Magazine

PR and Communications: Southeast Asia

Asia-Pacific Excellence Awards 2016, Quadriga Media Berlin GmbH

Best Social Media Marketing Campaign for Excellence and Leadership in Digital Marketing

Golden Globe Tiger Awards 2017, World CSR Institute

Best Client in Content Marketing for Excellence and Leadership in Digital Marketing

Golden Globe Tiger Awards 2017, World CSR Institute

Global Alliance Award

Global Alliance COMM PRIX Awards 2016, The Global Alliance



Human Resource

Best Next-Gen Opportunities & Development (Special Recognition)

HRM Awards 2017, Human Resources Magazine (HRM) Asia

Kaplan Professional Award for Best Training, Learning & Development (Special Recognition)

HRM Awards 2017, Human Resources Magazine (HRM) Asia

Excellence in Compensation & Benefits Strategy (Silver)

HR Excellence Awards 2016, Human Resources Magazine (HRM) Asia

Leading HR Practices in Compensation & Rewards Management

Singapore HR Awards 2016, Singapore Human Resources Institute

Leading HR Practices (Special Mention) in Performance Management

Singapore HR Awards 2016, Singapore Human Resources Institute

Leading HR Practices (Special Mention) in Learning and Development

Singapore HR Awards 2016, Singapore Human Resources Institute

Leading HR Practices (Special Mention) in Manpower Resourcing and Planning

Singapore HR Awards 2016, Singapore Human Resources Institute

Leading HR Practices (Special Mention) in Talent Management, Retention & Succession Planning

Singapore HR Awards 2016, Singapore Human Resources Institute

Leading HR Practices (Special Mention) in Employee Relations & Workplace Harmony

Singapore HR Awards 2016, Singapore Human Resources Institute

Leading HR Practices (Special Mention) in Fair & Inclusive Employment Practices

Singapore HR Awards 2016, Singapore Human Resources Institute

May Day Model Partnership Award 2016

National Trades Union Congress (NTUC)



Corporate Social Responsibility

Community Chest Corporate Award (Platinum)

Community Chest Awards 2016, National Council of Social Service

Community Chest Partner Award (Platinum)

Community Chest Awards 2016, National Council of Social Service

UITP Sustainability Charter – Full Charter Member

Union Internationale des Transports Publics (UITP)

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Designed and Produced by Black Sun Pte Ltd



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SMRT takes corporate citizenship seriously and we endeavour to do our part to protect the environment.